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RECRUITER

The United States Army Recruiting Command

JOURNAL-JAN 97



Smart Quotes

More than a million immigrants come into the United States every year. Approximately one half are illegal, according to "Our Teeming Shore," a legislative report on the impact of U.S. immigration policy on New York State. An estimated 490,000 illegal aliens currently reside in New York State, 400,000 of whom live in New York City.

(Minority Market Alert, Nov 1996)

Under the President's tax break plan, families could choose to deduct up to \$100,000 in tuition from their taxable income or take a tax credit (a direct offset against federal income tax) of \$1,500 for the first year of undergraduate education or training. The credit would be available for a second year if the student maintains a B average.

(Post Secondary Education Opportunity)

Expenses to raise a child to age 18 have dramatically increased, from \$25,230 in 1960 to \$145,320 in 1995, reports Family Economics and Nutrition Review. Even when adjusted for inflation and converted into 1995 dollars, real expenditures for children have risen from approximately \$129,900 in 1960.

(Youth Markets Alert, Oct 1996)

Over 90 percent of the nation's colleges and universities, including the most selective schools,

offer credit and/or placement into advanced courses to thousands of high school students on the basis of

grade on Advance Placement Examinations, reports the College Board. College and university faculties oversee the development of AP exams, exam grading and curriculum guides for 29 first-year college courses.

(Youth Markets Alert, Oct 1996)

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The United States Army Recruiting Command

FLARE

Recruiter Journal

VOLUME 50, Number 1

January 1997

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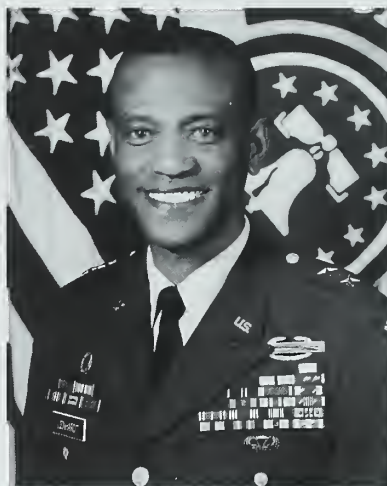


USAREC Winter Olympic Production Incentive Program

The "Olympic Games" is a world-class event that depicts the talent, style, dedication, and commitment to excellence of the competitors from around the world. The standards are high, the commitment and hard work complement the desire to be the best at what you do. The Olympic Games are not unlike the challenges of recruiting, where the same attributes, being in a band of excellence, prevails.

The USAREC Winter Olympic Production Incentive Program could not have been held at a more important time in our Army's history. Our mission today will require the extraordinary accomplishments that you are capable of achieving. I have already seen the success that can be achieved by our medalists in USAREC's Summer Olympic Production Incentive Program. They have shown that among all of you it is possible to reach out and go far beyond the stated minimums and reach down and apply every ounce of effort toward an unlimited goal.

The Winter Olympics have very high standards for the honor of winning the gold medal, but these standards are consistent with the level and calibre of your recruiting effort. Those who have been recognized during the Summer Olympics will share with you the focus and drive that was required for their achievements.



The New Year is a time when most American make resolutions to better their lives and their society. Let one of your New Year's resolutions be to take the challenge of the Winter Olympic

Production Incentive Program. The Army is depending on all of you to increase your prospecting efforts. Overproduce in record numbers and I will look forward to meeting and enrolling you into my Advisory Group. I am counting on the entire recruiting force to take the challenge for FY 97. Put yourself in a position for achievement beyond the standard, set your individual goals higher, and with integrity make the Army's mission.

G. E. Lenhard

Effectively Evaluating Waivers

by SFC David Linton, RO Waivers Division

The interview with the applicant is complete, he wants to join the Army, but he needs a waiver for a felony offense. You know that he has a meritorious case based on your interview with the applicant, but how do you convey that to the fourteen other people who are going to look at this waiver and make recommendations to the approval authority? You need to start with basics to not only convey that he has a meritorious case, but also to prevent time delays that will cause the waiver to take an extra 14 - 30 days to be processed.

To start the process, you first need to fill out the rest of the 200 card with the applicant. Do not make the common mistake of filling out the enlistment packet first; you will fill that out later. For now you need the information that you receive on the 200 card to start the process of gathering police record checks, court documentation, and references. AR 601-210 outlines the minimum documents required for a moral waiver. Remember, this is only the minimum documentation required; each waiver is different and might require more documents to show that your applicant has a meritorious case. After getting the applicant to sign all the necessary forms, get him scheduled for both the ASVAB test and physical exam. (He's got to be mentally and physically qualified to submit the waiver.)

After getting all the police and court checks and the applicant's references, now it's time to start checking the information from these forms versus what is on the 200 card. Any discrepancies or negative information needs to be discussed with the applicant to clarify and explain anything unusual. If additional references are needed, get them. Remember, you're building a meritorious case. Quite often you will find that the applicant is not going to remember all of his offenses or the official disposition of the sentence. Make sure that you thoroughly review the police checks and the court documents to make sure you got all of the right information and that the applicant has revealed all of his charges. References are very important in determining the applicant's character and how he performs in both work and school environments. Personal references also are important and help to support the applicant's waiver request.



The important factors in evaluating a waiver packet is to ensure that all the information is included and that the packet is an accurate reflection of the applicant.

Now you're ready to pull out the enlistment packet and begin filling it out with the applicant. Using the information that you received from your source documents (i.e., police checks, court checks, reference letters, and any other documents that you obtained to support his waiver request), fill out the packet. Use the remarks block on either the DD Form 1966, SF 86 or a plain piece of paper to clarify or explain anything that might be unclear in the applicant's enlistment packet or on the supporting documents. Get a statement from the applicant explaining what happened and allow him to tell his side of the story.

Once you complete the packet, doublecheck it and go over the information with the applicant. Make sure all the information is accurate and complete. Do not leave anything unanswered. The extra time you spend on the waiver packet at the beginning of the process will cut down on the processing time it takes for the waiver to make it through the fourteen people and get it to the approval authority.

The important factors in evaluating a waiver packet is to ensure that all the information is included and that the packet is an accurate reflection of the applicant. On moral waivers make sure you note how many offenses, any types of trends that might be present (e.g., "all of his offenses are alcohol related." How much time has elapsed since his last offense/waiver offense? How old was he when he committed the felony offense, was he a juvenile or an adult? What does his employer say about the kind of employee he is, does he work well with others, how is his adaptability? What do his school officials say about him in the school environment -- any suspension or problems with authority?

It is most importantly to look at what has he done since his offense, to show that he has rehabilitated. For example, he has a steady job, continued his education, has married and started a family. You often hear the phrase "whole person concept"; by using the above information you can do a very effective evaluation of your waiver packet. If some of the information is negative, i.e., poor reference from his employer, then you must get additional references from previous employers that would help his case. Remember, you as the recruiter do not have the authority to deny the applicant's right to have a waiver submitted, but it is your responsibility to make sure that his packet is submitted and is complete.

AFTB is alive and well in USAREC

The command-sponsored program, designed to help family members adapt to Army life by making them more knowledgeable about it, has taken off in the past couple of years.

By meeting the challenges of military living, family members can realistically meet the expectations the Army has. The Recruiting Command realizes that family readiness equates to mission readiness. The more knowledgeable family members are about the military environment the easier it is for the recruiter to meet their military and recruiting demands.

Think of the first time you heard the acronyms that punctuate every recruiter's vocabulary, such as TDY, LES, AGR, ATC, ARC. While such terminology and jargon are commonplace among recruiting personnel, for many spouses it is more akin to a foreign language. AFTB helps family members decipher the world of militease.

The program is divided into 3 levels. Level I consists of seven courses, designed for those with 0-5 years experience, with primary focus on subjects such as Army acronyms, customs and courtesies. Level II consists of a total of 19 courses, which are generally for people with 5-10 years in Army environs and concentrate on things like management skills, leadership and military grade and command structure. And the 15 courses in level III — for example, advanced problem-solving techniques — are tailored for "oldtimers" with 10 or more years, who are often community leaders and role models.

You do not have to start at level I if you feel you would be better served by level II or level III. Due to the diversity of our recruiters and the many miles that separate families from their company or battalions, we have very creative ways of bringing the information to you. If you would be interested in participating in AFTB training, contact your Battalion Family Services Coordinator.

Resident aliens eligible to enlist

Aliens admitted to the United States for lawful permanent residency ("green card holders") are eligible to enlist in the Army. In addition to the benefits of service offered to all applicants, resident alien applicants who enlist and serve

honorably for three years can qualify for US citizenship up to two years earlier than non-veterans.

Normally a person must be a lawful permanent resident for five years before they can apply to become a U.S. citizen. Title 8, United States Code, Section 1439, provides an exception to this general rule for those who serve honorably on active duty for three years. It allows them to apply for citizenship without meeting the five year residency requirement or being in a particular state for at least three months before applying. The other requirements for citizenship are the same.

Youth Certificate Change

US Army Youth Certificates of Recognition, DA Form 5963, are now issued individually, not as a package. Therefore, request "100" to receive 100 certificates. Also, when ordering, the definitive unit of issue is "cert," not "each."

USAREC military and civilian Suggesters of the Year

SFC Alfred W. King, HQ USAREC, Recruiting Operations Directorate, and Mr. James C. Paszek, USAREC Resource Management and Logistics Directorate, were selected as USAREC's Military and Civilian Suggester of the Year for 1996. King and Paszek received commendation certificates signed by MG Alfonso E. Lenhardt and a plaque for their selection.

King's first suggestion automated the ROTC referral system for USAREC and Cadet Command and his second suggestion required warrant officer sample packets be maintained at each military personnel office or personnel administration center. His initiatives are saving the command an estimated \$442,904 annually. King received \$8,333.57 for one suggestion and \$3,885.70 for his other approved suggestion.

Paszek's first suggestion recommended renting lift ramps instead of purchasing them for the Recruiting Support Battalion and his other two suggestions recommended converting battalion administrative officer positions and battalion military truckmaster positions to civilian positions. His initiatives are saving the command \$57,045 annually. Paszek received \$4,636.30 for his three approved suggestions.

M.L. King Day is Jan. 20

The Dr. Martin Luther King Jr. Birthday Observance (federal holiday) will be Jan. 20, 1997. Events honoring this day will be held at installations, federal buildings, and in local communities. Maximum participation is encouraged.

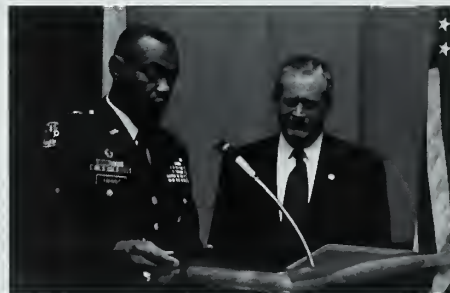


Rev. Martin L. King

The King birthday observance theme, as issued by the Federal Holiday Commission, is "Make real the dream, frame the vision for the 21st century."

In observing this national holiday you are encouraged to appropriately recognize the man, this country, and the ideals to which Dr. King was committed. You may contact the Dr. Martin Luther King Jr. Federal Holiday Commission directly for materials and/or guidance on how to recognize this national holiday. The phone number is (404) 526-8952.

USAREC Annual Leaders Conference



On Nov. 14, during the USAREC Annual Leaders Conference held at Fort Knox, MG Alfonso E. Lenhardt made a presentation to former USAREC commander LTG (Ret) Thomas P. Carney, who was the guest speaker at the banquet. Carney's theme was "leadership and personal responsibility."

Enlistment Incentive Program changes effective 27 Nov 96

The incentives listed below were effective 27 Nov 96, reference USAREC Message 96-102.

The higrad bonus is authorized for MOS 11X, 13B, 13M, and 19K only. The applicant must be a HSDG TSC I-III A NPS with 13 or more years of education. An applicant who has 30 or more semester hours of college but who is not a high school diploma graduate is also authorized the higrad bonus. The applicant must take the basic bonus to receive the higrad bonus.

The \$8,000 limit on total bonus authorized for one applicant for a four or more year term remains in effect. Initial payment of all bonuses will be upon arrival at first duty station and will not exceed \$5,000 under any circumstance. The law limits to \$4,000 the total bonus authorized for a three-year term for one applicant.

MOS merging into another MOS will carry the original incentive with it unless the new MOS has a larger incentive, in which case the larger incentive will become the current incentive.

The Loan Repayment Program (LRP) is restricted to HSDG, TSC I-III A, NPS higrad only. The maximum dollar amount reimbursable is \$55,000. Term of service is dictated by the parent MOS but in no case may the term of service be less than three years. LRP applicants may not participate in the MGIB and may receive an enlistment bonus through linkage only as indicated in para 10 of the referenced message. USAREC Regulation 62I-I lists which loans qualify for LRP. No exceptions are allowed. The LRP may not be linked with the three-year bonus.

A quick ship bonus of \$2,000 is authorized for NPS HSDG applicants who enlist for MOS: 11X1, 12C1, 13B1, 14R1, 14S1, 14TI, 19K1, 63H1, and 77F1. Applicants must ship between 27 Nov 96 and 31 Mar 97 as controlled within RUDEP. Applicants must be fully qualified to include line score requirements and enlist for the cash bonus enlistment option. A quick ship bonus of \$2,000 is authorized for Prior Service and Glossary Non-Prior Service (DOS) applicants, with or without training, who enlist for the MOSs listed in this paragraph. Applicants must ship be-

tween 27 Nov 96 and 31 Mar 97, as controlled within RUDEP.

Enlistment Incentives:

A. HG: Higrad Bonus.

B. LK: EB linked with LRP. May combine LRP with enlistment bonus for four year or longer term.

C. TOS 3 to 4: Term of service increase from three years to four years (or decrease would be indicated as TOS 4 to 3).

D. ACF 2,3,4: Army College Fund for 2, 3, or 4 years. ACF participants may not receive an EB.

E. P: ACF Plus test program evaluating 2 year ACF in non-combat arms (notation in the 2 year column).

F. QS: Quick Ship Bonus.

Guidance counselors are reminded of the congressionally imposed prohibition against combining an enlistment bonus (to include the higrad bonus "kicker" and the quick ship bonus) and the Army College Fund.

Glossary NPS (DOS) are not authorized incentives, except for the quick ship bonus, i.e. ACF, basic EB option, 2-year option, or Loan Repayment. However, Glossary NPS with zero days of service will be authorized whatever incentives appear on REQUEST.

Point of contact for this headquarters is CPT Wilk, RCRO-O, DSN 536-0490/0450, or 1-800-223-3735, ext. 6-0490/0450.

Letters to the Editor

Recently we asked for input on the question: What does "taking care of business" mean to you? The following is just one response we got back via cc:Mail. Please feel free to contact the editor at welkerk@emh2.usarec.army.mil

I am afraid that someone is going to think that I love what I do out here by telling you what I think it means. Don't get me wrong, I am not afraid to let someone know that I love my job. I am afraid someone might try to have me committed to an institution. I believe that taking care of business means that when someone says, "Here's the mission," you accomplish it! You must believe that you have got to accomplish the mission!

I have been in recruiting six years, six long years, six long on-production years.

I have never been in what someone might call a great recruiting area. I have worked two different brigades, two different battalions, worked two different large stations, and been a station commander of an OP station. No one has ever fought to be in any of the places that I have worked.

I have conducted appointments at 2200 hours, because that was the only time I could get with the guy when he wasn't at work. I've waited at an employer's break area at 0200 for a mom to sign parental consent on her break (she worked third shift). I have actually packed a lunch and performed a "stake-out" outside someone's house to follow up with him because he at one time mentioned that he might someday go into the Army.

I remember back when I used to show up at 0800, put 400 to 600 miles in driving some days, just to run police checks on a guy whose waiver was going to take six months to get approved. We didn't have fax machines or fast computers with cc Mail. You ran the police checks, all of them!

I have gone to the extreme on many occasions. But sometimes extreme situations call for extreme measures. What I question is, are the new soldiers that are coming into USAREC willing to go to the extreme measures to accomplish the missions that they are given. I offer to debate with anyone of any rank or position that recruiting is a job that can be accomplished in an eight-hour work day. Taking care of business means that sometimes you have to take extreme measures, no matter what the price, and accomplish the mission you are given!

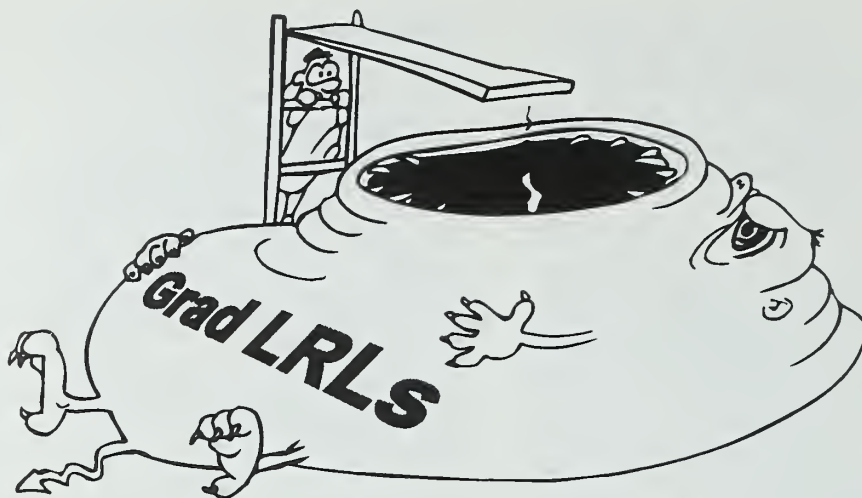
SFC Clemenz, Station Commander,
Stuart (Fla.) Recruiting Station
Miami Battalion

We hope to be able to run more "Letters to the Editor" as we receive them. Letters will be edited for spelling and grammar, and may possibly be edited for space constraints. If you request anonymity, your request will be honored.

Story ideas?

If you have a story idea or suggestion, contact the *Recruiter Journal* staff at (502) 626-0176, -0177, or -0167.

Dive into the grad market



by SFC Brian Carroll, Recruiting Operations, Training and Education Division

It's that time of year again, the Thanksgiving turkey has been picked clean, the Christmas presents unwrapped and the Christmas tree taken down. By now you're probably thinking that your graduate lead referral list (LRL) closely resembles the turkey I mentioned earlier — picked clean and no one to call, but there is some good news out there.

Millions look for jobs

According to the American Council on Education — a projected 14,398,000 men and women entered their freshman year of college this year, at an average cost of \$7,900 for a public college, and up to \$19,700 for a private college, per year. Of these 14 million plus, approximately 31 percent will fail to return for their sophomore year. That's 4,463,380 high school graduates looking for gainful employment in an already tapped job market as early as January 1997.

Four million high school graduates look for work in a bleak job market.

Now our job is to locate these men and women. In order to do this we must first identify the following: the individuals who finished their first year of college and returned for the second year; the individuals who did not leave for college or technical school; and then determine their needs and future goals. Updating your LRL is an ongoing process as well as refining and developing a new list of grads to prospect from. Do not take it to mean a new LRL, just one refined list of those you're going to target.

A new priority

As you know, when you first construct your LRLs, you prioritize them IAW USAREC Regulation 350-6, using

the SASVAB codes as a basis and guide. You still need to do this; however, you may want to re-prioritize your lists. Try using the new information that you have obtained along with the regulatory requirements. This will help you establish who you want to contact first.

One way to re-prioritize could be as follows: Identify those prospects who are attempting to live on their own (not at home with their family), then place them into categories on a need basis for example:

Attempting To Live On Their Own:

- Priority 1 contact: Out of college/out of work/3-A/B
- Priority 2 contact: Out of college/working part-time/3-A/B

Next, place those who are currently living with their families into the next category of contact.

Living At Home:

- Priority 3 contact: College part-time/work full-time 3-A/B
- Priority 4 contact: Not in college/not working/ 3-A/B

Continue to set your priority of contact based on current need and regulatory guidance.

As you can see, this is not necessarily the same type of contact prioritization that you would use with high school seniors based solely on SASVAB scores. This also takes into account the changes that have occurred in the prospect's life since high school. This also brings into play the need to blueprint every prospect you can, as much as you can.

Next is the process of establishing a contact plan. First and foremost, the telephone is still the most cost effective and time efficient means available to us. Prospecting for high school graduates on the telephone will differ from

prospecting for high school seniors only in that you must adjust your prospecting hours to meet your market. Times will vary from area to area, and you must decide when the best time to contact your market.

Rapport and the pre-call plan

Start with a solid pre-call plan. Prioritize all leads that have telephone numbers. Set a standard for yourself as to how many “new” contacts you will make during the telephone prospecting session. Hold yourself responsible for it and don’t stop until you have completed the number of attempts or contacts you set during your pre-call plan. Know what you’re going to talk about ahead of time. Don’t call “Mike” and ask him how are things going and expect to gain rapport with him. Probe into what he’s been doing for the last four to six months. Remember that he’s been in college and probably had a hard time. Find out what classes he was taking. Which ones he liked, disliked, and why — was it the instructor, class hours, or was it the course itself? Get nosy!

You’ll know when you have built up good rapport when your prospect starts giving you “positive” feedback to your questions, or in other words he starts offering information freely without that questioning or indifferent tone in his voice, and remember above all else, sell the appointment, not the Army on the telephone.

When the phone is no answer

You are going to have a number of leads that you cannot contact by phone or that you feel a face-to-face contact will be more beneficial. Face-to-face can be an excellent way to contact a prospect for a couple of reasons. It gives you a chance to talk with the prospect and look him in the eye. This can benefit you because it’s harder to say no to somebody when you’re looking right at them. This also gives you the opportunity to give the prospect a sales presentation right then and there and show them our programs.

Some suggestions on face-to-face prospecting — take someone with you as a support person. It can be another recruiter, a DEP, even a COI or VIP, who has given you the lead you’re going to talk to. This will give you more confidence. Your support person can assist in obtaining the appointment and credibility to what you’re saying or showing the prospect. Above all, have a set plan as to who, when, and where you’re going to make your contact. Without this plan, you will not be as successful as you should be.

These are just a few tips on how to redefine your grad market. It’s a fact of life that this grad market is not going to come to us — we must be creative, innovative, and go to them. We, the US Army, have some great opportunities to offer these men and women. We can also offer them a great start on a New Year.

Good luck, good recruiting and Happy New Year!

Sources for Lead Referrals

There are many sources to can obtain lists. The trick is to ensure we exhaust all available resources. Some of the sources we need to concentrate on are:

Local College Registrars’ Offices - These people will provide you with a list of students who failed to register for the upcoming semester. They can also provide you with a list of recent graduates (this information becomes a matter of public record after the student graduates) and a great source of hi-grad prospects.

College Placement Directors - The Placement Director will provide a list of students who are seeking employment along with a list of recent graduates or students who did not return to school and are also seeking employment. These students have in most cases already signed a consent to release information to prospective employers.

Financial Aid Directors - May be willing to provide lists of students who failed to return due to the financial burden incurred during previous school terms - However, this information is often subject to the Privacy Act and may not be accessible.

The Veterans Affairs Representative - Is able to provide you with lists of students who need additional assistance, (those who are attending on the GI Bill and may be interested in the USAR) they could also become great COIs and help you blueprint the college faculty to assist in developing additional COIs within the school.

Local COIs - Contact local COIs/VIPs who own businesses and are taking job applications or who have people coming in to fill out applications. Discuss the opportunities the Army has to offer and explain what you are in the process of doing. See if they would release information to you to contact the people they don’t intend to hire or don’t have vacancies for at this time.

High School Counselors - Did you know in some states the high school counselors are required by state mandate to track graduates of their high school for a period of up to one year as to what their activities are such as, currently in college full-time/part-time, working full-time/part-time, unemployed, attending vo-tech, or out of school? You may be able to assist each other with this process.

Friends/Family of prospects on your LRLs - Constant blueprinting and gathering of information about a prospect’s goals is essential to your prospecting efforts. Often the family is the best source of information.

Symptoms of success

— *Winners at the Annual Awards Board share their secrets*



You may think you've read this story before — six winners selected from among their peers at the Annual Awards Board, each having risen through battalion and brigade boards to finally emerge as "the best of the best." But each year there's been a twist; for example, this year's Soldier of the Year is not one of the support personnel but, rather, a recruiter too.

The Annual Awards Board was held at Fort Knox during the first week of December. Members of the board included CSM Thomas Brooks, 1st Brigade's CSM Minerva Ramos-Lopez, 2d Brigade's CSM Jose Morell, 3d Brigade's CSM Joseph Rodriguez, 5th Brigade's CSM Roger Leturno, 6th brigade's CSM John Stewart, Reserve Affairs' SGM Raymond Kuklinski, and the schoolhouse sergeant major, SGM Robert Fernandez. The board members professed themselves very well pleased by all the recruiters they interviewed.

During the Awards Banquet, held on Dec. 5, BG James Shane, deputy commanding general - east, expressed regret in his keynote speech that the American people could not attend the awards ceremony to witness the unparalleled quality of the American soldier, as evidenced by each USAREC soldier who had passed before the board.

"It's a tough decision to make, picking the best of the best," Shane said. "We are so mission-oriented, we have a tendency to focus on low producers; consequently, we do not spend enough time recognizing the majority of you who working hard, day in and day out, to ensure the continued strength of America's Army."

Shane pointed out that recruiting is a great leveler among the enlisted ranks. "Everyone has the same opportunity to succeed out there," he said. "The same opportunities for success exist for sergeants, staff sergeants, and sergeants first class — everyday, you all compete equally for the same reward."

The following USAREC soldiers are recognized for outstanding contributions to the United States Army Recruiting Command and the United States Army for Fiscal Year 1996. They have been selected as the winners and first runners-up in each category of award.

Soldier of the Year

Winner — SGT Thomas B. Hanna

Runner-Up — SFC Delphine P. Rakestraw

RA Recruiter of the Year

Winner — SSG Jem A. Davis

Runner-Up — SGT Shawn R. Stenberg

USAR Recruiter of the Year

Winner — SSG Joseph A. Malcolm

Runner-Up — SSG Terry F. Winn

AMEDD NCO of the Year

Winner — SSG Laura S. Hedman

Runner-Up — SSG Gilbert C. Troxler II

AMEDD Officer Recruiter of the Year

CPT Portia C. Sorrells

Technical Warrant Officer Recruiter of the Year

SFC Donald J. Romanchik

RA Recruiter of the Year **SSG Jem A. Davis**

From Los Angeles Recruiting Battalion, SSG Jem Davis has led the pack. Selected as both the battalion and 6th Brigade Recruiter of the Year, Davis shone as a successful recruiter during the Annual Awards Board.



A detailed recruiter whose primary MOS is 19D, Davis came to his current assignment as a field recruiter in the Whittier (Cal.) Recruiting Station in August, 1995. At press time, Davis had taken only one DEP loss in his 16 months on recruiting, with 21 of his more than 30 contracts being GSA. That GSA total was the highest in the Los Angeles Battalion for FY 96. Something he's proud of is his aggressive school program, which improved senior production by 250 percent in one particularly difficult school.

"Flexibility is the key in working the very different facets of your market. If you are flexible and recognize those different facets, you will get more exposure," Davis said. "If you can act as a counselor, teacher, coach, mentor, your impact on the community will be tremendous. Even those kids who can't or won't ever sign up will feel the difference you make."

Davis recommends total honesty. "First, you have to talk to people, tell the Army story. But you also have to consider what's best for that person. There are some things my recruiter didn't tell me, so I'm trying to explain everything I can to all of my prospects, applicants, and Delayed Entry Program members."

Davis said he relies on 100 percent support from his wife, Melissa, and their two children, Brianna (3) and Timothy (2), in managing his mission accomplishment.

The runner-up for RA Recruiter of the Year is **SGT Shawn Stenberg**, from Muskegon (Mich.) Recruiting Station. A detailed recruiter, Stenberg is back in his hometown, recruiting in the high school from which he graduated. "I graduated with these kids' older brothers and sisters," he laughed.

"I make applicants promise they won't sign up unless they get everything they want," Stenberg said, and it seems to work for him. "I treat applicants like I want to be treated."

USAR Recruiter of the Year **SSG Joseph A. Malcolm**



A journalist (46Q) by trade, SSG Joseph Malcolm enlisted in the Army in 1985. He worked on several military publications and was selected as the Forces Command Journalist of the Year in 1989.

He transitioned into the Reserve in 1990

and graduated from Recruiting School in August 1991. He has been a consistent competitor for top recruiting honors ever since, earning his Recruiter Ring in November 1994, after 37 months as a Reserve recruiter. He was the FY 96 top CIHS and GCA producer in the Nashville Battalion.

And the secret to his success? "Taking care of my applicants," Malcolm said without hesitation. "I get 40 percent of my contracts through referrals. You can't get that by not caring."

Malcolm also recommends staying in the market of youth who want to go to college. "If I treat prospective applicants very well, even if I don't get that contract, the chances are excellent that that applicant will know someone. I want all my prospects and applicants to be able to say, 'Hey, that Sergeant Malcolm really took care of me!'"

SGM Larry Price, Nashville Battalion, described Malcolm as "an invaluable asset." Based on Malcolm's successes, he has been selected to perform the critical mission of technical warrant officer recruiter. "He has led all Reserve recruiters in every measurable category," Price said. "SSG Malcolm has proven that he is the best in this battalion."

Malcolm said he always wanted to be the best recruiter in the Army Reserve, and that his wife, Sharon, and children (Nicole, 5, and Tyler, 2) have supported him in all his efforts.

The runner-up for Reserve Recruiter of the Year is **SSG Terry F. Winn**, from the Mesquite (Texas) Recruiting Station, Dallas Battalion. A volunteer recruiter, Winn said, "I love my job!" She believes that, while every station is different, every station has a high school and a mall.

Her secret: "Listen to what they tell you. If you've got a listening ear, you can make it work. If you miss what they're saying, you've lost it."

AMEDD NCO Recruiter of the Year **SSG Laura S. Hedman**

A native of San Fernando, Cal., SSG Laura Hedman joined the Army Reserve in 1988 as a medical lab specialist. She was selected as an Army Reserve recruiter in 1991. A Gold Badge recruiter, she was also awarded the Chief of Staff of the Army Recruiter of Excellence award in September 1995.



Hedman's medical background made her an ideal candidate for nurse recruiter, and she completed the Army Nurse Recruiting Course in February 1993. Now a member of the Southern California Health Care Recruiting Team, Hedman has excelled in recruiting qualified nurse anesthetists and registered nurses, achieving 133 percent volume, 155 percent of her assigned 66F mission, and 100 percent of her registered nurse mission.

"I know from experience what advantages the Army has to offer in the medical field, so I can speak easily with students who have never been around the military," Hedman said.

She thinks it's important to stay visible. "I make appearances every chance I get — school presentations, talk to the dean, infiltrate hospitals (in uniform). If they see you, they will eventually talk to you."

1SG Lary Stuhlmiller, 6th Brigade AMEDD detachment, praised Hedman's unselfish behavior. "She has been a great resource for our newly assigned USAR recruiters, assuring their success through hands-on training and mentoring."

The runner-up for AMEDD NCO Recruiter of the Year is SSG Gilbert C. Troxler II, from the New York City Health Care Recruiting Team. He was selected as the top LPN of the year in 1991 and has been a recruiter for only a year.

Troxler has been in the Army for 10 years and is a veteran of Operation Restore Hope. While he misses hands-on patient care, he has been very successful in opening seven LPN programs in the New York and New Jersey areas.

"I want to take responsibility," he said. And so he did, enthusiastically, energetically, and successfully.

AMEDD Officer Recruiter of the Year **CPT Portia C. Sorrells**



A Medical Service Corps officer who has been in the Army almost six years, CPT Portia Sorrells hails from Portsmouth, Va., and recruits from Laurel, Md.

Her husband, Terry, and three sons, Todd (13), Trey (3), and Terron (2),

have been very supportive of her busy recruiting schedule. She also credits an HCRT technician, Michelle Wallace, as the person who most helped her achieve her mission. "She trained me and pushed me when I needed pushing," Sorrells said.

Sorrells recruits for active duty Medical, Dental, Veterinary, and Medical Service Corps officers. "Most of my accessions are in medical school and are very interested in our scholarships," she said.

She also recruits enlisted soldiers with bachelor's degrees in the sciences for the Medical Service Corps.

"I like recruiting a lot," Sorrells said. "But I came in with the right attitude. I'm a people person, and I really enjoy talking to people. Sometimes I just wait in the lobby [at a school] — I'm in uniform, and people come up and ask. And I have so much to tell them about the Army!"

This is the first time AMEDD officer recruiters have been recognized at the Annual Awards Board, and Sorrells said she was very pleased to be the first chosen. "What an honor to be chosen as the best, for doing something you enjoy doing and knowing that what you do is important."

Sorrells' tip for successful AMEDD recruiting: Keep pushing those procrastinators. "I always try to keep in touch. They are in school, they're busy, they have so much to do. But there's a lot of paperwork to be accomplished for a successful packet, so keeping up with the paperwork is essential.

"I ask, 'How's it going?' and talk about their lives, and then very gently nudge a bit for just one piece of paper. One more piece of paper each time I talk to a procrastinator means I have a completed packet before too long. I set short-term goals when I talk to them by asking for one piece of paper by 'next week.' And it works," she said.

Soldier of the Year ***SGT Thomas B. Hanna***

He has not been on recruiting duty for two years yet, but his brigade commander has already described SGT Thomas Hanna as "a winner."

COL Richard Darden went on to describe Hanna: "He is assertive, self-confident, and committed to excelling."

SGT Hanna combines the ability to maintain a soldier ethic with the ability to determine where to best direct the effort in order to obtain desired results."

Hanna volunteered for recruiting duty when he discovered he was bored with his MOS, 52D. He was also Airborne, had attended Jumpmaster School, and was an Operation Desert Shield/Storm veteran. He thought he needed a new challenge.

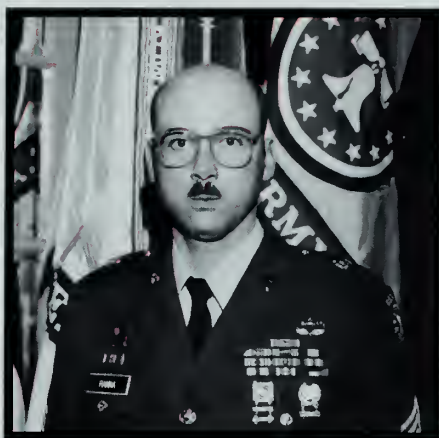
Although stressing the benefits of an Army enlistment are important, two priorities help Hanna recruit successfully in his Mobile (Ala.) West Recruiting Station: involvement with influencers and total honesty.

"Get involved with the influencers, parents, significant others, whatever. In my area, the families are very close knit and are just as important to convince as the enlistee," he said. "And you must be honest and straightforward with them. You've got to tell them, 'This is what it's going to be like.' Then everybody knows what to expect."

Hanna's wife, Denise, and children, Stacey (11) and Anthony (2), are also responsible for providing morale support to this Soldier of the Year. It seems that taking on a new challenge provides its own reward.

The runner-up for Soldier of the Year is SFC Delphine P. Rakestraw, Personnel Service NCO, San Antonio Battalion. Rakestraw enlisted in the Army at age 17 after graduating early from high school; that kind of determination has made her successful throughout her career. She is also a wife and mother to four children, aged 6 to 10 years old.

"Soldiering is the most honorable profession and being recognized among the best is a lifetime achievement," Rakestraw said. "My work has been both rewarding and fulfilling."



Other Annual Awards

Technical Warrant Officer Recruiter of the Year

SFC Donald J. Romanchik
Stafford (Va.) Recruiting Station

Recruiting Support Battalion Exhibitor of the Year

SFC Barney C. Pinckney

During the Annual Leaders Conference, the following USAREC unit awards were presented:

Most Improved Battalion

Jackson Recruiting Battalion

Special Missions Achievement

Baltimore Recruiting Battalion

AMEDD Mission Accomplishment

2d and 5th Recruiting Brigades (tie)

Best in Brigade

1st — New York City Battalion, 116.6 percent combined volume

(Runner-Up — Baltimore Battalion, 108.4 percent)

2d — Miami Battalion, 109.8 percent

(Runner-Up — Columbia Battalion, 94.4 percent)

3d — Columbus Battalion, 75.7 percent

(Runner-Up — Chicago Battalion, 74.3 percent)

5th — Oklahoma City Battalion, 97.4 percent

(Runner-Up — Houston Battalion, 87 percent)

6th — Phoenix Battalion, 111.2 percent

(Runner-Up — Salt Lake City Battalion, 94.2 percent)

Best Brigade in USAREC

2d Recruiting Brigade

Runner-Up — 1st Brigade

Best Battalion in USAREC

New York City Recruiting Battalion

Runner-Up — Phoenix Battalion

Civilian Employees of the Year



The USAREC Civilian Employees of the Year for FY 96 have been selected. Winners and runner-ups will be honored officially at a later date. Winners and runners-up are:

Outstanding Secretarial or Clerical Employee

Winner: Patricia J. Cipolla, military personnel clerk, Laurel Health Care Recruiting Team, 1st Recruiting Brigade
"Mrs. Cipolla was an indispensable contributor to the effective transition of AMEDD Officer Procurement to USAREC."

Runner-up: Janice G. Proffitt, secretary, HQ 6th Recruiting Brigade

Other nominees: Linda G. Deckard, Indianapolis Recruiting Battalion, 3d Recruiting Brigade; Cheryl D. Gibson, Personnel Directorate, HQ USAREC; Michael Gruich, HQ 5th Recruiting Brigade; Shirley S. Randall, Columbia Recruiting Company, 2d Recruiting Brigade.

Outstanding Professional Employee

Winner: Danny L. Powell, electrical engineer, Resource Management and Logistics Directorate, HQ USAREC
"Mr. Powell is an inspiration to the rest of the BRAC staff and a source of information and expertise for the entire USAREC organization."

Runner-up: Rose Marie Tinker, family support coordinator, HQ 3d Recruiting Brigade

Other nominee: Patrick G. Felts, Denver Recruiting Bn, 6th Recruiting Brigade

Outstanding Program Specialist Employee

Winner: Patricia Morrison, supervisory print specialist, Advertising and Public Affairs Directorate, HQ USAREC
"Through her great talent, Pat Morrison ensures that Army field recruiters can be sure that their printed sales materials and 'leads generating' direct mail packages match or exceed those of their competitors."

Runner-up: Delores M. Pitts, budget analyst, HQ 3d Recruiting Brigade

Other nominees: Corlis Allen, Montgomery Recruiting Battalion, 2d Recruiting Brigade; Raymond Graham, Honolulu Recruiting Company, 6th Recruiting Brigade; Darrell Niblett, HQ 1st Recruiting Brigade

Outstanding Technical or Program Support Employee

Winner: Eudora T. Whitsett, military personnel technician, HQ 2d Recruiting Brigade
"Mrs. Whitsett has earned the respect of the USAREC Staff Judge Advocate's Office and all of the 2d Recruiting Brigade, for her knowledge, dedication to hard work, her courtesy and professionalism."

Runner-up: Susan Rosera, legal technician, Office of the Staff Judge Advocate, HQ USAREC

Other nominees: Bruce V. Conkle, HQ 1st Recruiting Brigade; Angie Nations, Oklahoma City Recruiting Battalion, 5th Recruiting Brigade; Jo Adail Stephenson, Columbus Recruiting Battalion, 3d Recruiting Brigade; Ralph Walker, Portland Recruiting Battalion, 6th Recruiting Brigade

Outstanding Army Employee of the Year with a Disability

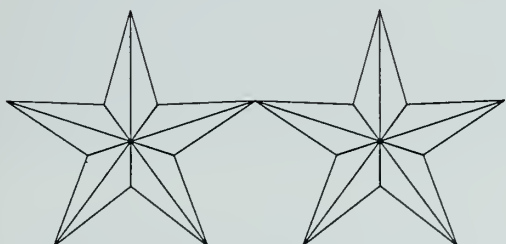
The Outstanding Army Employee of the Year with a Disability Awards Program is an annual award recognizing disabled employees in the Department of Defense. Each branch of the Department of Defense is asked to select an outstanding employee with a disability to be honored.

This year the Recruiting Command selected Ms. Lisa Sue Lovins, Columbus Recruiting Battalion, 3d Recruiting Brigade as its nominee, now forwarded to the DA board.

"Lisa Sue Lovins' performance as a military awards clerk has been outstanding. Since her arrival in March 1995, Lisa remarkably improved the battalion's award program in a five month period. She conducted a complete audit of every recruiter's file, allowing recruiters to receive awards and points that were months past due.

"She earned the respect of civilians and soldiers alike. Her dedication to this battalion and its recruiters made a tremendous impact on soldiers' morale. She always accomplishes her job, regardless of personal cost."

Who advises the commanding general?



— The next CG's Advisory Council to be picked from among the Winter Olympic Production Incentive Award winners

Yes, it's another USAREC Olympic Production Incentive Program, and it's all in accordance with USAREC Regulation 672-10, Recruiting Incentive Awards, dated May 1, 1995. In the December Recruiter Journal, you read about the winners of the first USAREC Olympic Production Incentives meeting in Atlanta at a celebratory dinner. The next day these winners met with their commanding general as an advisory council. The CG liked the proceedings so much, he asked for a second edition.

So for USAREC's second Olympic Production Incentive Program, the period is from Nov. 26, 1996, through Feb. 24, 1997. (RSM Dec 96 was set aside as the qualifying round.) The competition period is from Dec. 31, 1996, through Feb. 24, 1997, and is for all on-production recruiters. Recruiters who fail to make the qualifying round will not be eligible to participate during the competition period. All production criteria are net production; therefore, any DEP loss will be subtracted from total accomplishments. There will be no holding of DEP loss to help a recruiter qualify for awards.

Qualifying Criteria

Criteria were sent out in late November to all recruiters via cc:Mail. Regular Army and Army Reserve criteria for the qualifying round (RSM Dec) were as follows:

- Regular Army recruiters must write three contracts; two must be GSA.
- Army Reserve recruiters must write four contracts; two must GCA.

Awards Criteria

Regular Army recruiters must meet the following criteria to qualify for awards (Jan/Feb):

- Bronze Medal winners must write seven RA contracts; three must be GSA.

- Silver Medal winners must write nine RA contracts; six must be GSA.
- Gold Medal winners must write 11 RA contracts; eight must be GSA.

Army Reserve recruiters must meet the following criteria to qualify for awards:

- Bronze Medal winners must write seven USAR contracts; three must be GCA.
- Silver Medal winners must write 10 USAR contracts; four must be GCA.
- Gold Medal winners must write 14 USAR contracts; five must be GCA.

Technical Warrant Officer Recruiters (TWOR) must meet the following criteria to qualify for awards:

- Bronze Medal winners must submit four board-ready packets.
- Silver Medal winners must submit five board-ready packets.
- Gold Medal winners must submit six board-ready packets.

Company Awards

The top First Sergeant and Company Commander of each brigade (the company with the largest number of gold medalists) will also be considered gold medalists and will receive the gold medalist awards. In addition, they will attend the CG's Advisory Council Training. Tie breaker will be determined by the company with the most GSA/GCA overproduction.

HCRT Awards Criteria

Army Health Care Team recruiters must meet the following criteria to qualify for awards using the Jan/Feb 97 Boards:

- Bronze Medal winners must submit two board-ready packets.

CG'S INTENT: To provide each on production field recruiter an opportunity to compete in this command's olympic programs and to reward members of our recruiting family for their contributions to our success. In recognition of their hard work those who qualify will receive the awards listed below.

CRITERIA FOR AWARDS

TO COMPETE, RECRUITERS MUST MAKE QUALIFYING BOARD IN DEC 96

REGULAR ARMY

GOLD
SILVER
BRONZE

NET CONTRACTS

11 (6 GSA)
9 (6 GSA)
7 (4 GSA)

AMEDD - RA

GOLD
SILVER
BRONZE

BOARD-READY PACKETS

4
3
2

ARMY RESERVE

GOLD
SILVER
BRONZE

NET CONTRACTS

14 (5 GCA)
10 (4 GCA)
7 (3 GCA)

AMEDD - USAR

GOLD
SILVER
BRONZE

BOARD-READY PACKETS

4
3
2

IWOB

GOLD
SILVER
BRONZE

BOARD-READY PACKETS

6
5
4

THE TOP CPT WITHIN EACH BRIGADE ALONG WITH THE TOP AMEDD CPT WITHIN USAREC (THE COMPANY WITH THE LARGEST NUMBER OF GOLD MEDAL WINNERS) WILL ALSO BE CONSIDERED GOLD MEDALISTS AND WILL RECEIVE THE GOLD MEDALIST AWARDS. IN ADDITION, THEY WILL ATTEND THE CG'S ADVISORY COUNCIL TRAINING.

NOTE: NO HOLDING OF KNOWN OR SUSPECTED OEP LOSSES TO QUALIFY FOR THE AWARD

AWARDS

GOLD - RECEIVE GOLD MEDAL, ONE OF THE CG'S NUMBERED COINS, 2 FOUR DAY PASSES, INDUCTED AS MEMBER OF CG'S ADVISORY COUNCIL FOR RECRUITING EXCELLENCE, RECEIVE A MOUNTED CERTIFICATE FROM THE CG, AND ATTEND THE NEXT CG ADVISORY COUNCIL TRAINING.

SILVER - RECEIVE SILVER MEDAL, A CERTIFICATE FROM THE CG, AND 2 THREE DAY PASSES

BRONZE - RECEIVE BRONZE MEDAL, A CERTIFICATE FROM THE CG, AND A 4 DAY PASS

IF YOU HAVE ANY QUESTIONS ABOUT THE USAREC OLYMPICS PROGRAM CONTACT SFC ALPHONSA O. GREEN OR SFC BARRY KESSLER AT 1-800- 223-3735, EXT 6-0468 OR 6-0470.

- Silver Medal winners must submit 3 board-ready packets.
- Gold Medal winners must submit 4 board-ready packets.

The only packets that will be counted for the Olympic competition from the Jan/Feb boards are those cited below:

- Regular Army (January Board) - must be board-ready for the Veterinary Corps-Direct Accessions.
- Army Reserve (January Board) - must be board-ready in the following categories:
 - Medical Service: 72B-Entomologist; 72C-Audiologist; 72D-Environmental Science; 72E-Sanitary Engineer.
 - Nurse Corps: 66F Direct Accessions; F-STRAP
 - Specialty Corps: 65A-Occupation Therapist; 65B-Physical Therapist; 65D-Physician Assistant.
 - Veterinary Corps: 75B-Vet Preventive SVC
- Regular Army (February Board) - must be board-ready in the following categories:
 - Dental Corps - Direct Accessions; FAP-Oral Surgeon only.

- Medical Corps - FAP 60C-Preventive Medicine Officer; 61H-Family Physician; 61J-General Surgeon; 61M-Orthopedic Surgeon.
- Army Reserve (February Board) - must be board-ready in the following categories:
 - Dental Corps - 63N Oral Surgeon; 63E Endodontist.
 - Medical Corps - Direct or STRAP in these AOC's: 60W-Psychiatrist; 61H-Family Physician; 61K-Thoracic Surgeon; 61M-Orthopedic Surgeon; 61R-Diagnostic Radiologist; 62A-Emergency Physician.

AMEDD Company Award Criteria

The top AMEDD first sergeant and company commander within USAREC (the company with the largest number of gold medalists) will also be considered gold medalists and will receive the gold medalist awards. In addition, they will attend the CG's Advisory Council Training. Tie breaker will be determined by the company with the most board-ready packets.

Awards Presentations

Bronze medalists will receive a bronze medal, a certificate from the CG, and a four-day pass.

Silver medalists will receive a silver medal, a certificate from the CG, and two three-day passes.

Gold medalists will be inducted as members of the CG's Advisory Council for Recruiting Excellence and will receive:

- A gold medal.
- One of the CG's numbered coins.
- Two four-day passes.
- A mounted certificate from the CG.
- Enrollment in the CG's Advisory Council.

The next CG Advisory Council is tentatively scheduled to meet in Orlando, Florida.

We encourage all qualifiers to challenge your competitors. Call one of the Summer Olympic Gold Medal winner, and find out what he or she accomplished. Then see if you can exceed those achievements.

Points of contact, through your brigade, are SFC Alphonsa Green or SFC Barry Kessler for Regular Army at 1-800-223-3735, extension 6-0468 or 6-0470. For Army Reserve contact, MSG Donna Yardley at 1-800-223-3735, extension 6-0529. For Army Health Care Recruiting, contact MSG Jeffrey Walker at 1-800-223-3735, extension 6-0372.

Recruiters On-Line

by LTC Kevin Kelley, HQ Advertising and Public Affairs

By the time you read this, every recruiting station in USAREC will have a page up on the Worldwide Web and you may already have received e-mail from prospects through the Internet. Therefore, it is essential that you understand how you fit in on the ever-evolving Worldwide Web landscape.

The Internet is rapidly emerging as a mainstream medium with millions of Americans conducting business on it on a daily basis. According to recent surveys by Times Mirror, there are about 29 million Americans with "access" to the Internet. Other surveys place the number of people who actually *use* the Internet in a range between 15 million and 25 million. Despite the controversy over the actual number of people who use the web, there is agreement that the number

is growing rapidly. Over half of the users of the Internet are new in the last year. A great many users are college students with access provided by their universities; these students can be identified by the ending "edu" on their e-mail addresses.

USAREC has had an Internet presence with a web site since August 1995. Our ability to place a page up for recruiting stations, however, was limited until a recent development. The development is that we are now able to merge a standard recruiting web page with the CIMS data base and this means every recruiting station in the command has a web presence.

To make this page work, a person who comes to the USAREC web site only needs to click the "Find a Recruiter" button and then type in his or her ZIP code and press enter. Next, a web page appears that gives the station name, address, and phone number. This page also has a hypertext link for e-mailing a message directly to that recruiting station. This means stations will be receiving e-mail messages directly from prospects. These messages should be replied to promptly.

The kind of questions you will receive through the Internet are just like the questions prospects ask you everywhere. You should have no trouble responding to most of them. One exception is messages originating from foreign countries. Because the Internet is a medium without any physical location, it is as available to a student in Bangkok as to a student in Boston. For messages from foreign countries, we simply respond that it is against regulations to export Army recruiting information except to US citizens and naturalized residents.

Here is some demographic information about Internet users according to a recent survey conducted by Georgia Tech. Seventy-nine percent of Internet users reside on the East or West Coast, 79 percent live in cities or suburbs, and 42 percent have children at home. Internet users still skew heavily male (about 70 percent),

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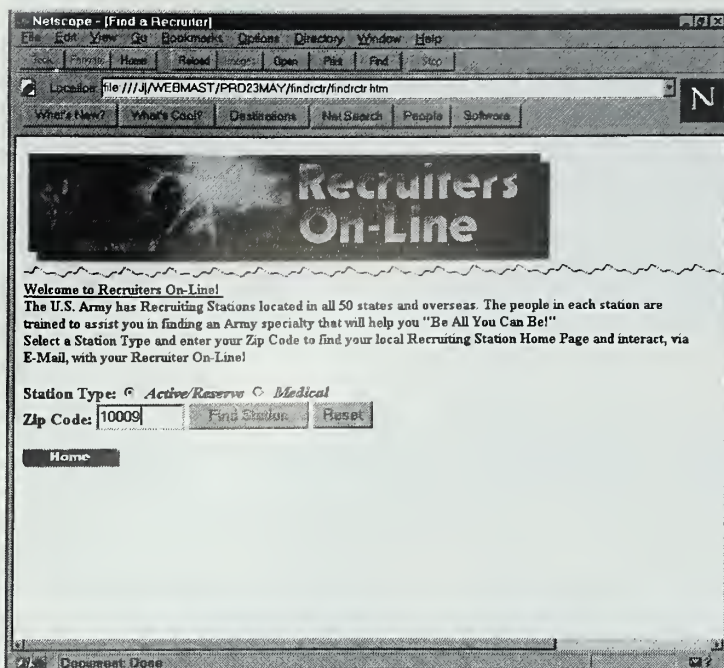
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- Being a part of over 200 years of a proud tradition of service to country
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Send E-MAIL to our station,
get more info by completing an electronic form
or contact us at:

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NEW YORK, NY
10038-2277
212-233-5770

[Training] [Education] [Adventure] [Money] [Service to Country]





but the number of women users is growing. In 1994, 95 percent of the users were male. Privacy is a key concern among web users. Seventy percent of the respondents in a recent survey said they are not willing to provide information about themselves in order to access a web site, so those sites with a guest book or a requirement to register to enter are often bypassed. Once on the site, people will send e-mail but feel strongly about preserving their anonymity. Respondents were very clear they don't like to receive mass e-mailings. Keep this in mind when you respond to messages; insofar as possible, personalize each response you send out.

When people are on the web, most use it to gather news and information, send e-mail, conduct research, and "surf" or browse. Over 50 percent of users have 28.8 modems, and 20 percent have 14.4 modems. Thirty-seven percent reported using the web instead of watching television on a daily basis. Eighty-seven percent find out about web sites using search engines, and 63 percent access the web from home.

In FY 96 we had over 170,000 visits to the USAREC web site. There were over 3,500 inquiries in which people completed a form to request information. There were hundreds of other e-mail messages on subjects as diverse as how to join, how to get a waiver for a medical condition, or how to find a relative. We sent over 2,600 leads to the field. A study by PAE showed that there were 153 contracts written from these leads; 69 percent were RA and 31 percent USAR. These leads had a 9 percent DEP loss rate. Leads from the Internet are high quality, often coming from college students who are potential quick shippers.

The USAREC site features a link to *The Army Tour*, which is designed around TEAMS (Training, Education, Adventure, Money, Service to Country). Other buttons on the home page include downloadable images and screensavers, a link to Army Reserve information, and a connection to the Army Health Care Recruiting Team site for information on

health care opportunities in the Army. Also, there are buttons for a Golden Knights page and a link to USAREC HQ where browsers can view messages from the commanding general, deputy commanding generals and command sergeant major, and, if they choose, send an e-mail message to them directly.

Our most recent addition, the technology Heritage poster, was described in the December *Recruiter Journal*. This web site offers a "time machine" for exploring various topical areas in the history of technological innovation. The site also offers links to related information elsewhere on the Internet. For example, by tracing the topic of communications through different centuries, a student can research the invention of the telephone by clicking the Alexander Graham Bell hypertext.

Recruiters can promote the USAREC site by coordinating for links from schools, employment agencies, and career centers in their areas. Just ask for a link to www.goarmy.com. Use the Heritage poster as a door-opener for schools. It's a superb teaching tool and most teachers are very impressed when they see it.

Put the URL, www.goarmy.com, on correspondence, publications, and PPIs. Your station is on Internet now. Just the way you spread your phone number around, spread your URL around. And just the way you answer the phone quickly, because it might be a hot prospect on the line, answer your e-mail promptly. You never know who might be writing to you.



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Vision implies change. Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.

Teamwork: Working together as a team, we can accomplish more than working as individuals. Share

your vision for the future of the US Army Recruiting Command. All forms are mailed to and received

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"Zero" means none!

— Zero tolerance of sexual harassment

by Kathleen Welker, RJ editor

"Hey, Gloria, looking good!" the staff sergeant sang out as he passed the clerk's desk. Gloria wore a brand new dress and was flattered by the comment, feeling confident that her new outfit was attractive. She continued typing up her report with a happy smile.

Later, a hand slid over her shoulder and up the back of her neck. "Hey, Gloria, you look good enough to eat," the major said. "I've asked you before and you've always said no, but today I just can't help myself. Come out with me tonight. I've got to see if you look as good out of that dress as you do in it."

Gloria no longer felt attractive; she felt uncomfortable and tense. This man was her senior rater and married, besides. She mumbled an excuse about a previous engagement and returned to her typing. The next day she called in sick, avoiding another episode with the suggestive major.

How can one basic comment ("you look good") sound so different when coming from two different people? The first was obviously a genuine compliment, an acknowledgment of the woman's attempt to present herself professionally and attractively. The second, however, was a proposition disguised as a compliment. The major may have thought he was flattering Gloria, but in truth, he was really trying to manipulate her into a behavior she didn't want.

Although Gloria was able to say no (this time), her attitude about her job has been seriously compromised. She is always tense and uncomfortable when the major is around, her concentration on her duties is impaired because she wastes time worrying about the next time the major might come around, and she has stopped caring as much about how well she performs her job.

Although this example described a female victim and a male harasser, sexual harassment can be expressed from male to female, female to male, or same sex to same sex. Because the military is predominantly male, statistically, most of the cases involve a male harasser and a female victim.

Recent events portrayed in the media have focused American society's attention on sexual harassment in the Army. Although numerous memoranda from the command have



endorsed the Army and Department of Defense posture against sexual harassment, this media attention has caused USAREC to broadcast its consistent anti-harassment stance and the commanding general to state a "zero tolerance" policy when it comes to sexual harassment. As you already know, this policy also includes members of our Delayed Entry Program and Delayed Training Program and requires immediate training in the prevention of sexual harassment for DEP/DTP members.

"Basically, it boils down to this," said MG Alfonso E. Lenhardt, USAREC commanding general. "There is no place for sexual harassment in the Recruiting Command, in the Army, in the Department of Defense. It is counterproductive to what we do [in USAREC], it damages our image in the eyes of the American public, and it betrays that sacred trust between soldiers that they will always act professionally and responsibly with each other to get the job done."



"For that reason, I want every single person in this command, military and civilian, to understand that this command has absolutely zero tolerance of sexual harassment. All reported cases will be vigorously investigated and all founded cases will be swiftly redressed," the CG stated.

Sexual harassment is defined in law and regulation as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature that is made a term or condition of a person's job, is used as a basis for career or employment decisions affecting a person, interferes with the performance of a soldier or civilian of America's Army, or creates an intimidating, hostile, or offensive working environment.

Sexual harassment encompasses an extremely wide range of behaviors and severity. The most severe is actual or attempted rape or sexual assault. A less severe example would be pressure for sexual favors. And less severe still, but nevertheless sexual harassment and a violation of Army policy, is uninvited offensive touching, teasing, jokes, remarks, or questions. There are two categories of sexual harassment: "quid pro quo" and "hostile environment."

The Latin term *quid pro quo* means "this for that." Webster's dictionary defines it as an exchange or substitution. Put it in the context of sexual harassment and you will find that sexual favors are to be exchanged for some other benefit. "If you do this for me, I will do that for you." The possibilities in this type of exchange are many: promotion, adverse performance rating, restriction, et cetera. And it should be noted that one can still be a victim despite the appearance of willingly submitting to sexual advances.

Incidents of quid pro quo can also have an adverse impact on uninvolved personnel; for example, allegations of sexual favoritism or discrimination may result when a person feels unfairly deprived of recognition, advancement, or other career opportunities due to favoritism shown to another soldier based on a sexual relationship. An example: A squad member finds out that the squad leader recommended another soldier for promotion based on promised or actual sexual favors, not on merit or ability.

"Hostile environments" have been identified as the most prevalent form of sexual harassment within the military. These hostile environments occur when personnel are sub-

jected to offensive, unwanted, and unsolicited comments and behavior of a sexual nature. Examples include: sexual gestures, running or marching songs with a sexual connotation, sexually oriented cartoons or pictures displayed in the workplace or living areas, telling sexually explicit jokes, sharing sexist attitudes and opinions. Remember, though, that this kind of behavior is not dependent upon members of the opposite sex being present; such behavior may be offensive to members of the same sex.

OFFENSIVE BEHAVIORS

Verbal Comments

- Sexual jokes, profanity, off-color sexual comments
- Threats, barking, growling, oinking, and whistling at passersby
- "Terms of endearment"

Nonverbal Gestures

- Leering, ogling (giving the person "the eye" or the "once over")
- Blowing kisses
- Licking lips
- Winking

Printed Material

- Sexually-oriented notes, letters, faxes, or computer mail
- Cartoons, posters, calendars, pin-ups

Physical Contact

- Touching, patting, hugging, pinching, grabbing, cornering, and kissing
- Unsolicited back or neck rubs
- Playing "footsie" or "kneesie"
- Blocking a passageway

What are your responsibilities if you are a victim of sexual harassment? First and foremost, make it clear to the harasser that his or her behavior is offensive to you and that you want it stopped immediately. If you cannot confront the harasser for whatever reason, there are other options. Find out who is the Equal Opportunity Advisor for your unit, or contact the harasser's supervisor. Call the Inspector General hotline or go through the chain of command. Sexual harassment is against the law, against policy, against regulation, and it will not be tolerated.

As official members of the United States Army, it is your obligation to not only treat each other with equal respect, but to report those who don't. The Army of tomorrow is depending on you.

Leads and Conversion Rates: What Do We Get For Our Money?

by MAJ Michael McGurk, PAE Advertising Research and CPT Kevin O'Neill, A&PA Direct Marketing

Leads and LEADS are a much maligned and misunderstood system. If we add in conversion rates to the equation, the problem thickens to the consistency of highway tar. Just what are leads, what is LEADS and what do people mean by conversion? We are spending lots of money, what are we getting?

Leads

First, let's explain what a lead (small letters) is and is not. Leads come in various forms. Some leads, like the names on IRR lists, Prior Service Lists, and High School Senior Contact Lists are simply listings of prospects in your market. These leads are not the subject of this article. The leads that will be discussed here are responses from prospects in your market who have either called the 800 number, sent in a direct mail reply card, or talked to a recruiter at a convention or Adventure/Cinema Van.

A lead is simply the name of a person who has expressed an interest in the Army. All leads are screened to ensure that only those respondents who have provided their name and address and fit the appropriate age/education level are forwarded as leads. Leads are also checked against known false names (e.g., Mickey Mouse) and known false addresses (e.g., prisons, etc.). If the respondent is not currently old enough but is over 16, the lead is held and sent to the recruiter when the respondent has turned 17. The system is not perfect but it does a very good job of pre-screening. If a lead is missing the required data but still has some of it, the information is sent forward under the separate heading of "bonus prospect." Bonus prospects are delivered to recruiting stations with the monthly lead roll-up report. If they have called or written in the last 60

days, they are also forwarded under the heading of bonus prospect.

These last two are not considered leads. Ensure that recruiters work leads first, then the bonus prospects. Many of the leads may already be on your LRL or even have a 200 card started. There is no way we can determine this at the headquarters. Just compare the new lead to your local listing and if it provides new information, work it. It is better to call a Bonus Prospect than to cold call from an LRL. The goal of the pre-screening process is to send the best possible leads to the recruiters.

LEADS, the acronym

LEADS is the management system that forwards leads to recruiters, fulfillment materials to prospects and leads management reports to various level in the command. It comes from the acronym for Leads Evaluation And Distribution System. The LEADS system, as a whole, is very complex. Based on the CIMS database information, the LEADS system determines which RSID gets which lead, what the station address and phone number are, and a host of other functions. When you have a problem with the system, it is important to know if the problem is with

the lead (e.g., prospect address bad), or with LEADS (e.g., recruiting station phone number wrong). Recruiters can help by ensuring their station address information is correct on a monthly basis. Every time there is a change to station address or phone numbers, it must be updated on the ARADS Logistic module at battalion. This will eventually feed into LEADS through CIMS and correct the cards automatically. USAREC sends out over 317,000 leads per year; if you are not getting at least some leads at your station from LEADS, there is a problem. Your chain of command needs to know this so they can address the problem with headquarters.

Conversions

Conversion rates are the last major piece of the puzzle. What is a conversion, how do we define it? That all depends on where you collect the data. In the ideal world, we would know every contact with a prospect from the time he was of age until he was determined ineligible. In reality we know only a limited amount of data. To some people a conversion is anyone who walks into a recruiting station. To others, it is anyone who goes to a MEPS to test. To others it

Average Conversion Rates

Conversion of Total Leads to Appointment Conducted	20%
Conversion of Total Leads to MEPS Testing	10%
Conversion of Total Leads to Contracts	2-3%
Conversion of Total Leads to Accessions	1.5-2.5%

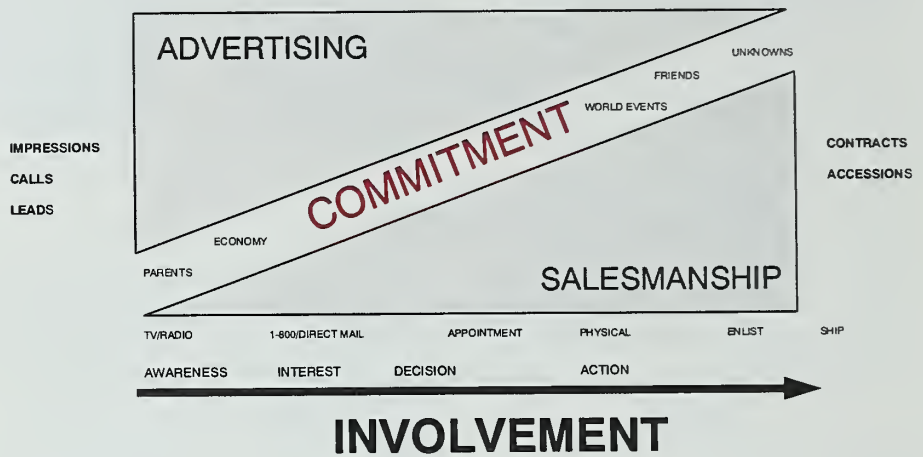
is anyone who contracts, and yet others think it is only those who access.

Where do we consider the conversion? It really does not matter as long as everyone uses the same reference when discussing the topic. If you are asked for a conversion rate, ask them from what, to what?

We know the name and Social Security number (SSN) of most leads and the name and SSN of all soldiers who enlist. We can also get the SSN of those who test at MEPS. It would take a lot of effort, but we could get the 200 cards for every appointment conducted. The rest is simple. We match the leads to those events and get a percentage. If someone wants the percentage of leads who actually go to a MEPS, we take the number of leads who went to MEPS and divide by total leads. The same goes for the rest of the numbers. Considering past match rates and some of our current work, the average conversion numbers break out something close to the Conversion Rates chart on page 21.

As the chart shows, there are at least four different rates we can discuss. You could come up with dozens more conversion rates for specific programs or by race, by gender rates. The rate will also vary according to the type of lead and the recruiter's individual abilities. This also assumes that recruiters contact all leads provided to them. Leads come from different sources and are available at different rates. Some leads appear to be of very high quality, but very few in number. An example of such high quality, low volume leads might be National Convention leads. A recruiter from the RSB sends in the name of a nurse he talked with at a convention who wants to join the USAR. A high volume lead might be a Direct Mail response from a 17-year-old high school junior who is interested in Army skill training and a free flashlight. The high volume leads still eventually convert but at a

Hard Work Effects Numbers



slightly lower rate, and with a little more effort.

Neither program is superior; they each supply a type of lead that needs to be worked. A direct mail program that converts at 2 percent but produces 100,000 leads gives more potential contracts than a 25 percent rate on 100 high quality leads.

Recruiters should know their market well enough to size up leads based on their source and work the leads in order from high quality "hot" leads to lower quality leads. You may not be able to tell the quality till you contact the individual. We know that some of the leads may be bogus, but look at how many are not.

If the prospect says "I just wanted the socks," he or she is not telling the whole story. They must at least like the Army enough to wear Army socks and they took the time to read and mail in the card. That indicates pretty strong interest. The chart above gives average rates for the entire nationwide program, not by each type or area.

The recruiter's role is absolutely vital. In the recent DRTV campaign, the leads can be assumed to be of equal quality across the country. The rates of conversion from lead to ap-

pointment conducted varied from a high of 56 percent to a low of 0 percent (at the company level)*. The command average was just over 23 percent. The difference is attributed to the efforts and talents of the individual recruiters. The same is true for the other rates of conversion. One area may get 5 percent and another 10 percent, so it's up to the CLT and staffs to determine the appropriate rate for their area. (Use the listed conversion rates as minimum benchmarks, and enforce high standards.)

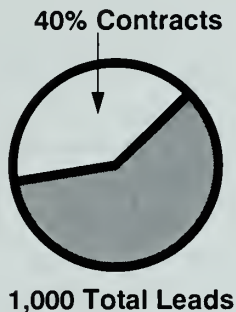
Advertising \$ and Contracts

Many people look at tying ad dollars to contracts. In general this is a poor idea. There are many things you have to consider in the recruitment process. The sales process is a complex task, much of which falls on the recruiter. Advertising helps influence the sale, but it is the recruiter who makes the sale.

Advertising primarily works to generate awareness, interest, and leads. It does not close the sale; rather, it creates the opportunity for a sale. As a prospect moves from being aware of the Army, to going to an appointment, to enlisting, advertising has less and less direct effect. The effect

Leads Conversion Rates

Contracts Achieved: 400



1,000 Leads Generated
Conversion Rate 40%

of salesmanship increases as the prospect becomes actively involved. Very few people enlist just because of a commercial, they enlist because of the hard work of a recruiter. Let's look at an example of how this hard work can affect the numbers.

A Case Study in Conversion Rates

Suppose your boss says, "Captain, if USAREC gives you one thousand leads this quarter, how many contracts will I get from you?" You stammer and say, "It depends on a lot of factors, sir. Let's look at them."

Let's suppose that last year, in your company, 20 leads were matched to contracts out of 1,000 leads generated. That's 2 percent.

Now in the next year, we generate an identical number of leads, at the same cost, and of the same type. The difference is that this year our sales force is highly motivated, contacts twice as many of the leads as the previous year, and gets 120 to join. Now the program has not changed but the "conversion rate" of leads to contract has increased to 12 percent.

Contracts Achieved: 400



10,000 Leads Generated
Conversion Rate 2%

The change has not been the program but the sales force. Now the new assessment is that the leads program is great, but in reality it has never changed. *The major influence on cost per contract is the sales force, not the advertising source.* You may be able to blame advertising for a high cost per lead, but not for the high contract cost. Contracts are sales, leads are advertising.

Your boss wants to know an approximate return on the investment. "Sir, in the past such programs have generated about 1,000 high quality leads." But after that, it's up to the sales force. "Sir, our historical conversion rate to contracts has been about 2 percent. That means only 20 contracts for your advertising dollar investment.

We need to find a way to increase our conversion rate, or look for another program that generates more leads for the money spent. Either solution will work. You can try to get 40 percent of 1,000 leads or 2 percent of 20,000 leads, you still will wind up with 400 contracts in the end. It comes down to a trade-off between time and money, or quality

vs. quantity. At some point you may have more leads than you can ever contact. That is much better than not having enough. The programs are designed to send as many high quality leads as possible to the field.

Conclusions

There is no simple answer to what a program can or will produce. The LEADS system as a whole currently generates about 5000 contracts each year. These are the result of leads sent to the recruiters, not individuals the recruiters had to go out and find. The potential is there for it to provide even more. The top end has not been reached. During DRTV we only contacted 62 percent* of the leads by the time the program ended. We probably missed out on 300 to 400 contracts. We can not afford to do that.

USAREC produces lots of good high quality leads. In FY 96, USAREC produced over 317,000 leads. That works out to just over 60 leads/year per on-production recruiter. If one lead in 10 were contracted, it would provide over 30,000 contracts.

The command goal is to give the field high quality leads in sufficient quantity to support the mission. That goal is being met. If commanders continue to work the system they can get even more out of it than it is currently producing. The headquarters will continue to improve the quality of the leads. The field must work to increase the conversion rates. LEADS may not provide you with enough leads to eliminate the need to prospect, but it will certainly assist the recruiters in their efforts.

In a rather large nutshell, that's it. Leads are the cards, LEADS is the system and conversion rate depends on your viewpoint. Sales rate drives the cost per contract. Advertising drives the cost per quality lead.

*** Source: Analysis of DRTV leads contacted as reported by each brigade to HQ, USAREC during BAARC**

A Road Map for Safe Driving

by John C. Bruening (reprinted with permission from Occupational Hazards magazine, August 1996)



Three elements make up the driving environment: the road, the vehicle and the driver, according to Earl Ray, an advanced driver training instructor at General Motors' traffic safety department. "The driver," says Ray, "is the controlling factor."

Driving safety begins even before the driver gets in the car and gets on the road. Knowing the status of your car's various systems and fluid levels will help you maintain a safe vehicle.

Circle of safety. Glen Carriker, secretary for the Alliance for Traffic Safety, encourages drivers to inspect the car's "circle of safety" before starting the car and driving away. Knowing what is in the immediate radius of your parked car will help prevent fender benders, punctured tires or damage to other property.

Tires should be checked with a gauge at least once a month. "Keep an eye on your tread to make sure you aren't getting down to the wear indicator bars," says Ray. "The less tread you have in wet weather, the more you're going to slip and slide."

Check under the hood on a weekly basis. Belts, hoses, seals and clamps should all be checked on a routine basis to avoid vehicle failure on the road.

"Open your owner's manual," Carriker urges. "The whole schedule for maintenance of that vehicle for its anticipated lifetime is laid out right in the manual."

Once inside the car, check your lights and windshield wipers. "During snowy weather, if your car is parked outside, make sure you clean off all your windows, and also your headlights, tail lights and turn signals..." says Ray.

Like any other component in the car, the driver should also be well-positioned. Seat belts should always be fastened, and the seat should be as far back from the steering wheel as possible without impairing your ability to reach the pedals comfortably, says Alan Williams, senior vice president for research, Insurance Institute for Highway Safety.

"That's especially important if you have an air bag," he says. "If you're in the path of a deploying bag, you could potentially get injured by the bag. If the head restraints are adjustable, they should be adjusted to support the back of the head."

Two-second rule. Once on the road, remember the "2-second rule." Allow 2 seconds between the time the vehicle in front of you passes a stationary object and the time your

own vehicle passes the same object. When driving in bad weather, give yourself 3-4 seconds.

Ideally, the person behind you is responsible for this same space cushion, but tailgaters are a fact of life.

"You can adjust your space cushion by picking your speed up just little bit," says Carriker. "About the only thing you can do, if it's really bothering you, is to get out from in front of them. Either pull off and let them go by, or allow them to pass you at a safe point."

But never assume the role of traffic officer. If an accident should occur as a result of you motioning another driver or a pedestrian to advance, you will be held liable for the accident.

Front-wheel and four-wheel drive has improved traction for many vehicles, but in bad weather, some skids and slides are unavoidable.

"Keep the wheels turned in the direction you want to go — which is presumably the direction you were going before you initiated the skid," says Carriker. "If the back end starts sliding to the left, you're going to steer to the left, because you're starting to look right."

Concentrate on the road. Anything that will distract you or impair your judgment should be avoided.

"Eliminate alcohol from your driving," says Carriker. "Any amount of alcohol can affect a person's judgment."

Even a drink or two after work before going home, "will make you sleepier, and the end result is that you are more of an unsafe driver than you would have been if you had had one or two drinks at noon," he says.

"Driving really takes 100 percent concentration," says GM's Ray. Cellular phones, fax machines, electric razors, makeup kits, magazines, newspapers or anything else that diverts the driver's attention away from the road is a potential driving hazard.

Every person behind the wheel has the potential to be either a safe driver or an unsafe driver. It depends on attitude.

"Some people feel a much greater sense of power, like they are in charge, and the road belongs to them," says Ray. "That's a natural human tendency that everybody has to fight. They have to be aware that a vehicle can be a weapon."

At the same time, he adds: "Virtually any vehicle can be a safe vehicle if it has a safe driver operating it."

Reserve Associate Support Program (RASP)

The RASP enlistment option was conceived by the Executive Agent of USARC and approved by HQDA. The purpose of RASP is to increase the training readiness for the USAR Force Support Package (FSP) units by integrating additional active duty battle focused experience into the USAR. This option will provide trained and experienced MOSQ soldiers to fill critical shortages in both AC units and TPUs.

This option requires two years of active duty including IADT, four years in an FSP unit (DTP time will not be included), and the remaining two years or statutory MSO be spent in the IRR or IMA. The soldier will be assigned to an FSP unit and attached to the AC unit for the first two years.

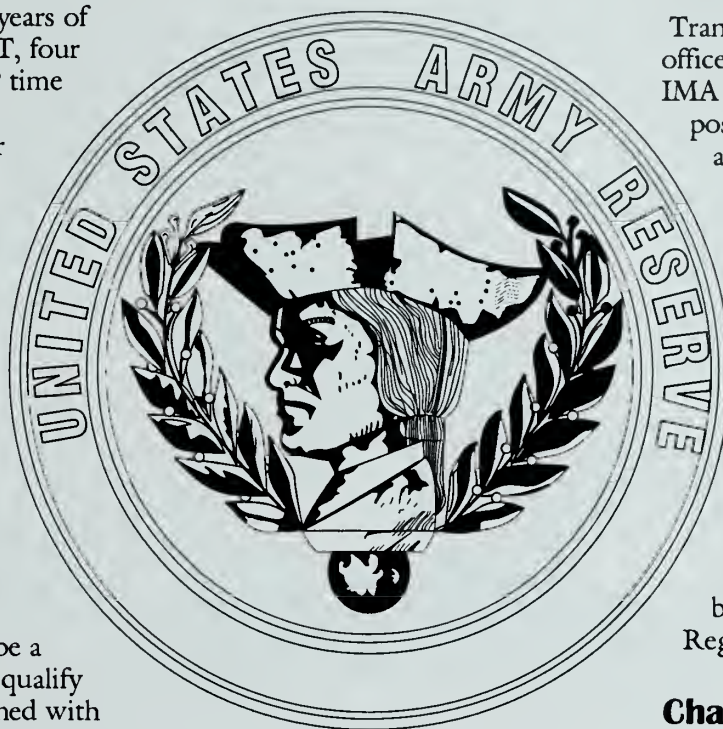
The incentive package includes a \$3,000 enlistment bonus and a \$10,000 SLRP for selected MOSs as well as the \$7,124 Montgomery GI Bill. In order to be eligible for RASP the applicant must be a NPS, be in TC I-III and qualify for the MOS and unit aligned with the RASP option. The pilot test was implemented January 1, 1997. The two-year (FY 97 and FY 98) pilot program will consist of 100 vacancies.

The RASP MOSs and USAR units identified on USAR REQUEST are in a hold vacancy status.

The only change for recruiters or guidance counselors is that RASP will require reserve recruiters to sell two years of active service and guidance counselors will have to use an additional Addendum to the DA Form 3540. The specific unit and MOS availability is covered in a RECUSAR message.

Technical Warrant Officer Recruiter News Update

USAREC Regulation 350-11, Chapter 6, provides policies and procedures for maintenance of Warrant Officer Candidate (WOC) pending Warrant Officer Candidate School. It is the responsibility of the TWOR to remain in contact with their applicants through the entire process. Demonstrated ownership from the TWOR is a key element to the applicant's receiving the best possible service. Ownership begins



with ensuring the application includes a professional photo, strong letters of recommendation, and all required supporting documents. Nothing less than 100 percent involvement should be accepted. If the maintenance is of a quality process, then your WOC will provide you with quality referrals.

TWOR Quality Control

Packets submitted to HQ USAREC for processing must include original documents or certified copies. If the original pre-appointment physical (IAW AR 40-501 Chapter 2) is not submitted,

then all copies provided must be certified.

Vacancies (UVREPORT) that are submitted with the application must be in a "hold" status. This ensures the vacancy is reserved for the applicant being processed by last name and last four of SSN. Photos taken for applicant processing must be reviewed by the TWOR's supervisor to ensure a professional appearance and all awards and decorations are correctly worn.

WOC IRR or IMA Transfers

Transferring of potential warrant officer candidates from the IRR or IMA into a troop program unit position can be initiated before or after the DA selection board.

Before selection, the DA Form 4187 can be initiated to transfer the NCO into an enlisted position of the gaining unit. After the DA selection board concludes, DA Form 4187 can be initiated to transfer an NCO who is now a candidate into an 09W position of the gaining unit. Both procedures in transferring NCOs on DA Form 4187 will be processed IAW USAREC Regulation 140-3.

Chaplain Recruiting

Any referrals or questions for your brigade chaplain recruiter, call them at these numbers: 1st Brigade Chaplain (MAJ) Joe Rappl (410) 674-7800, ext. 7506; 2d Brigade Chaplain (MAJ) Marvin Mills (770) 951-0841; 3d Brigade Chaplain (MAJ) Rob Noland (314) 821-3675; 5th Brigade Chaplain (MAJ) Larry Barber (214) 330-1068 and 6th Brigade Chaplain (LTC) Tom Vann (800) 223-3735, ext. 6-0585.

Do not give an applicant these numbers, but refer them to: 1-800-223-3735, ext. 6-0435 or 6-0702. Call this number if you're unable to reach your chaplain recruiter.

Like the little engine that could

Story and photo by Ann Glynn, 6th Brigade A&PA

COTTONWOOD RECRUITING STATION — It's hard to believe now, but it had been four or five years since the Cottonwood Station, Albuquerque Company, had made mission box.

But recently, during a battalion visit, 6th Brigade Commander, COL Carl D. Springer, keeping a promise he made, took the station staff to lunch for increasing their recruiting numbers.



COL Carl D. Springer, commander, 6th Recruiting Brigade, briefs recruiters of the Cottonwood Station on the status of the brigade recruiting numbers.

Little did the colonel and the station commander know how much change was about to take place. As lunch progressed, Springer further challenged the station's recruiters to make mission box in the upcoming recruiting year. He said he would make sure that all station personnel would be brought to brigade headquarters where he would brief them on the status of the brigade and take them on a tour of the headquarters and the city of San Francisco. He would also make sure they had at least one night on their own to do whatever they liked.

SGT Samantha L. Truesdale, SGT Mitchell L. Hann, SSG Edward J.

Custodio, Station Commander SFC John E. Perry, and USAR recruiter SFC Clifton C. Lewis said they were tired of their station being known as a failure. They realized no one, to include company 1SG Charles W. Evans, counted on their station to be on top.

But after attaining a 136 percent increase in total volume production in FY 96, they were on top. The team accomplished 29 senior grads, 181 percent increase from FY 95; 46 grad alphas, 170 percent increase; and 12 DEP losses, which is a 25 percent decrease from FY 95.

"We all wanted to make mission box

and the incentive was not just the trip to San Francisco. It was to show everybody we could do it, and there were a lot of people who didn't think we could make mission box," said Perry.

Custodio talked about how 6th Brigade's process of updating the field and bringing the stations on-line with new computers and the use of the Internet. "When we do come on-line, even though we accomplished mission box without it, I feel the Internet will be a tool for us as individual recruiters to use for a best source of information about the Army. It will allow us to easily show what the Army has available," said Custodio.

"The Internet opens up another market of which we need to avail ourselves when expanding our recruiting efforts in finding future prospects and applicants."

Hann said, "Having our own home page will give us the opportunity to personalize our recruiting station and give potential applicants the opportunity to find out information about us even before they walk through the door." Hann said he believes it a "good thing" for the community to get to know them by having access to what recruiters are doing.

Lewis said, "We have the best team in Albuquerque Company and we always pull together. We were dedicated to each because of our pride in the fact that we never let each other down."

Lewis further explained their interviewing process includes what they call a "three-no" interview which they started during the latter part of last year. When an applicant comes into the station, they are interviewed by three different people — the USAR recruiter, the RA recruiter, and their master salesman, the station commander. Before the applicant leaves the station, he or she has heard the Army story from three different perspectives. If they don't enlist after this process, they probably won't enlist.

Truesdale said, "Everyone has a different type of personality and something different to offer the team to help make it a success. We have a good mixture of personalities. We must keep focused and do it again in FY 97."

On November 7, 1996, as promised, Springer briefed the recruiters in his office. He reviewed brigade numbers and pointed out Cottonwood's area on the colorized map covering the 6th Brigade areas. The commander concluded his portion of the tour by taking everyone to San Francisco.

A Phoenix Battalion recruiter becomes part of the high school family in Peoria, Arizona

Story and photo by Phillip Guerrero,
Phoenix Battalion A&PA

GLENDALE RECRUITING STATION — SSG Richard Webb, Phoenix Battalion, is considered more than just an Army recruiter by high school principal Dr. Tom MacKenzie.

According to Dr. MacKenzie, Webb is part of the Peoria High School (Peoria, Ariz.) family, "He's part of the faculty."

"SGT Webb saves lives here," the principal said.

"He touches the kids we can't seem to reach for whatever reason. We all appreciate him here; he's straight with the students. And you can tell the kids trust him, because they come back to visit the campus in Army uniforms."

Some of those students include both former commanders of Peoria High's Air Force JROTC program.

"Danny Provost just returned from Bosnia, and Christy Cantrail now lives in Colorado. Both of these former students now serve in the Army as military police," Dr. MacKenzie said.

"The kids return in better shape, they're all grown-up and they have better haircuts. They look good in uniform and I can tell they're proud about what they are doing for their country. I'm proud of what they are doing for our country."

MacKenzie says the Army takes the rough edges off these kids and gives them a positive chance in life.

"Sergeant Webb is part of our team; there's a partnership between the US Army and Peoria High," Dr. MacKenzie continued.

Sergeant Webb hosted a Center of Influence event August 30 with about 125 teachers in attendance. Webb explained to the teachers what the Army could do for their students. "We're still here, and we're still hiring," Webb said.

The influence Webb has on this rural campus was apparent from the front gates to the football field. Everywhere he goes on campus, students and teachers alike call out for his attention.

"Hey, Sergeant Webb, are you coming to my game?" "Hey, Sergeant Webb come and talk to my class this week."

This small farming community has a loyal commitment to traditional American values of God, country, and community. The people of Peoria also take seriously their commitment to America's defense.

Webb, a Chicago native, joined the Army in May 1989, and volunteered for recruiter duty, because he too believes in the American way.

Webb takes a serious, yet subdued approach to recruiting. "I try to get the students to become comfortable with me first," he explained, "I'll attend every Peoria High sporting event I can. When people see me on the sidelines, I believe they become more comfortable with me and that helps with recruiting. I feel like I'm a part of the team."

Last year, Sergeant Webb hosted a Total Army In Recruiting (TAIR) event that brought an Army HUMVEE to Peoria High's automotive class.

"The students love this stuff; it gets their interest level up about the Army," the NCO explained. Just wearing an Army uniform around campus gets the attention of some of



SSG Richard Webb, Glendale Recruiting Station, (Glendale, Ariz.) is more than a recruiter at Peoria High School (Peoria, Ariz.). The school's principal considers Webb a member of the school's faculty. Last year Webb hosted a TAIR event that brought a HUMVEE to Peoria High's automotive class.

the students. "Students will ask 'what are those medals for?'" Webb explained.

"I'll say 'this one means Airborne,' and they'll say 'I always wanted to do that.' Then I can tell them 'join the Army, and one day you just might get the chance.'"

Webb also appreciates the interest raised whenever the cinema van comes to the school.

Getting to know all the teachers also allows Webb access to their students.

"Some teachers will see me walking down the hallway and ask me to talk with their students about Army opportunities; so I have to stay ready to make a presentation at any time," he stressed.

"I tell the students 'stay in school, and stay off of drugs.' No one can disagree with that philosophy."



SSG Rickey Hawkins, Tallahassee recruiting station, is presented the Glen E. Morrell Award by LTG John A. Dubia, Director of the Army Staff.

In record time

Story and photo by Cynthia Womack, Jacksonville Battalion A&PA

TALLAHASSEE RECRUITING STATION — In February of 1996, SSG Rickey Hawkins was 365 points away from earning the Glen E. Morrell Award. He was proud because he knew that he would be accomplishing something that no field recruiter in USAREC had accomplished. He would qualify to receive the prestigious award after only two years and six months on recruiting duty. On July 15, 1996, the Glen E. Morrell Award was presented to SSG Hawkins by LTG John A. Dubia, Director of the Army Staff, during a ceremony honoring Jacksonville Battalion's receipt of the Army Superior Unit Award.

After three months in recruiting, Hawkins earned his first Gold Star. In February 1994, he was wearing the Gold Badge. By March, 1995, Hawkins had earned the recruiter ring. Since 1993, he has enlisted 116 soldiers.

In FY 94, Hawkins was named RA Recruiter of the Year and Rookie Recruiter of the Year for the Jacksonville Battalion. He also represented the battalion in FY 94 during the Golden Eagle Award at 2nd Brigade

and received the Chief of Staff Award in fiscal years 1994 and 1995.

In FY95, he was Jacksonville's Top RA Volume Recruiter and recently had the Valdosta Company's Superior Achievement Award named after him. He was the only one in the company, until RSM July, to receive the award consistently since its creation.

"This guy is just phenomenal," exclaims CPT Hastie Bibbs, Valdosta Company Commander. "When I first came here and looked at production numbers I would see twos, threes, sometimes less. But every month, a six kept popping up and it made me take a closer look and ask, 'Who is this recruiter!'"

Shortly after her arrival as company commander, Bibbs created an incentive award for the company. It was Hawkins' peers who dubbed it the "Hawkins Award," she said.

"What makes SSG Hawkins' approach to the job unique is that he is consistently producing above the standard. He spends time beating the pavement. I had two TTE recruiters say it was hard for them to keep up with him because he was out there all the time.

"SSG Hawkins represents the true standard of the noncommissioned officer. He has personal pride and professionalism and he's very self-sacrificing.

"I hope that when the next commander comes, the legacy of the Hawkins Award will remain as part of the incentive program of this company," says Bibbs.

With all his accomplishments and awards, SSG Hawkins says the most exciting moment for him was the receipt of the Glen E. Morrell Award.

"This is a special achievement for me because I earned it in about thirty months and I'm still a field recruiter." Hawkins' career continues to move upward in recruiting. He re-

cently returned from 2nd Brigade's Station Commander's course where he was selected as honor graduate.

During Hawkins' first year on recruiting duty, he was assigned to Lincoln High School in Tallahassee. It was the only school in Leon County not required to take the ASVAB. Hawkins turned the school around by proving to students that the Army did have something to offer. He wrote six contracts out of the school. "After I wrote those contracts it gave me the confidence to handle anything," he said. His success as a recruiter ultimately led administrators to begin ASVAB testing in March of 1996.

Hawkins says he knows he's a good leader. He believes he has a unique talent of motivating young people. So when he's asked to speak, he doesn't limit his audience to COIs and potential new soldiers.

Hawkins' reputation as a motivational speaker extends beyond the high school campus. He fields requests from churches, state agencies and community organizations to speak on the Army and positive life styles. Not only is Hawkins a good Army recruiter, but he's a good recruiter who has a positive affect on young people.

"That's why I even speak at elementary schools in addition to high schools," says Hawkins. "I even give elementary school children brochures because they can get back to the parents and the good name of SSG Hawkins can get around.

"Someone will get the message in the family or community and send them to the station or call for more information about the Army," he says.

"My mission is to sign people up in the Army. Obviously, everyone that I talk to is not qualified but if I can turn a kid around, even on my spare time, then I feel like I'm serving a pretty good purpose."

Your mother wears combat boots

Story and photo by Renee McElveen
Harrisburg Battalion A&PA

LANCASTER RECRUITING STATION — Not only are mother and son joining the Army together, they have been assigned the same military occupational specialty (MOS) — Medical Specialist (91B).

Yohance Smith, 18, is the only child of Desiree Townes, 34. He says he's looking forward to the new experience after living in Lancaster, Pa., with his mother for three years.

Desiree decided to reenlist in the Army after working in several jobs, only to discover how unstable the civilian job market was in the Pennsylvania area. Since leaving the Army in 1986, she found herself out of a job time and again.

"Where else can you get paid for working, eating, sleeping, schooling, vacation, and benefits?" she asked. She pointed out that she could retire in 17 years.

Desiree also wanted to reenlist because she had an extremely positive first tour of duty in the Army and simply missed military life.

"I was always traveling, I was always getting educated," she said "I really just missed it."

Desiree says she does not mind having to repeat basic training. She looks forward to the challenge of keeping up with the 18-year-olds. She has no intention of letting them run her into the ground.

"I think I'll put them to shame," she smiled.

Yohance said his mother has been giving him tips about what to expect during basic training, how to prepare for inspections, and how to avoid antagonizing the drill sergeants by not going in with a chip on his shoulder.

He was only five years old when his mother joined the Army in 1983. Since she was a single parent, she decided to leave him with his grandmother during her tour.

Now that the pair are entering the Army only two weeks apart, their paths will cross when they attend training in San Antonio. It is possible that they could be in the same course and live in the same barracks now that AIT is coed.

Desiree said she is working now on trying to let her only son go, now that he is a man. She says she doesn't want to embarrass him by being overprotective while they are in training together at Fort Sam Houston.

However, she says Yohance is "still my baby." Although Yohance is her baby, she says she will not worry about him once he leaves for basic training since the Army will ensure that he is "well taken care of financially and physically."

SSG David Harris of the Lancaster Recruiting Station recruited the pair into the Army. He has been working with Desiree for about a year and half and Yohance for nine months. Desiree's reenlistment had to be put on hold until the prior service window opened.

"SSG Harris has a very good memory and keeps his word," she said "I'm very fortunate. The time clock was ticking."

When Harris discovered that the window had opened in July 1996, he called Desiree and asked her if she was still interested reenlisting.

"I jumped on it right away," she said.

This is the first mother and son team Harris has put into the military during his recruiting career. He has enlisted twins and six months ago enlisted a mother, father, and son trio.

Because of the uniqueness of this enlistment, the local media ran stories on the pair in October.

Yohance said that their family and friends are "proud of us and happy for us" for joining the military together.



Yohance Smith, 18, and his mother, Desiree Townes, 34, are interviewed by a television crew at the Lancaster Station. Reporter Nelena So interviewed the pair about their enlistment in the Army while cameraman Rich Davidson filmed the story.

1. Applicants who claim dual citizenship are eligible for enlistment.

- a. True b. False

2. To prevent lost enlistments because of delay in obtaining written police checks, telephonic police records checks are authorized to process battalion level waivers if done by commissioned officers, company commanders, recruiting first sergeants, or recruiting operations personnel, provided the battalion commander concurs.

- a. True b. False

3. Applicants who have had more than one civil court conviction, or adverse disposition for felony offenses as a juvenile, are eligible for enlistment (with a waiver) provided they have had no other offenses within ____ years preceding application for enlistment.

- a. three
b. 10
c. five
d. not eligible for enlistment, due to having more than one felony conviction

4. In telephone prospecting, when a lead is unwilling to commit to an appointment at that time, but you feel that a follow-up is warranted you ____.

- a. refer lead to the USAR recruiter
b. place an F in the code box of the USAREC 539 and annotate your planning guide
c. place an F in the code box on USAREC 539 and write the month of follow-up in the right margin, then annotate your planning guide with the follow-up date
d. stop prospecting and take a five minute break to overcome the rejection you just encountered

5. If an applicant was on parole, probation, or suspended sentence, a ____ waiting period after a period of civil restraint has been concluded is required before processing or a waiver can be submitted.

- a. 15-day b. three-month
c. six-month d. 30-day

6. The 200-C cards on members of the DEP, DTP, and PS awaiting Individual Ready Reserve transfer orders are maintained in

- a. Division I, Prospect Locator File
b. Division II, requiring follow-up during the current month
c. Division III, requiring follow-up in future months
d. Recruiter's planning guide, for immediate follow-up

7. USAREC FM 988 is filed in the PDR filing system by the date of the next scheduled contact.

- a. True b. False

8. Training schedules will be published at the recruiting station level not later than ____ prior to the first scheduled date of training.

- a. 15 days b. 30 days
c. 45 days d. 60 days

9. VACPOT lists should be placed in the back of the PS LRL and updated as new VACPOT lists come in.

- a. True b. False

10. Upon final determination of a LEADS card, the management portion of the card is:

- a. attached to the recruiter's portion of the LEADS card and both parts are filed in Division VI of the PDR system.
b. both parts of the LEADS card are destroyed.
c. the recruiter maintains his/her portion of the LEADS card and the management portion is filed in Division VI of the PDR system
d. the management portion of the LEADS card is destroyed and the recruiter's LEADS portion is filed in Division VI of the PDR system

11. Entry grade credit may be granted to Army nurse applicants for work experience at a ratio of one-half year work credit for each year of full time experience up to a maximum of ____ years.

- a. five b. six
c. three d. four

12. AMEDD applicants who are within six months of age 40 are not eligible for appointment without an age waiver.

- a. True b. False

13. The M34 (WP) and the AN-M14 hand grenades are used to control riots or disable individuals without serious injury.

- a. True b. False

14. During installation of the M18A1, the individual installing the mine must keep the ____ in his possession to prevent accidental firing by someone else.

- a. M40 test set b. M213 fuse
c. M7 bandoleer d. M57 firing device

15. When firing an M-60 machine gun, SEARCHING is a method of fire by which the gunner moves the muzzle of the weapon up or down to distribute fire in depth.

- a. True b. False

(The answers to this month's Test can be found on the inside back cover.)

Morrell Awards

ALBANY

SFC Anthony Uvino
SFC Walter Smythe

BALTIMORE

SFC Betty Wright
SFC Willie Wilson

COLUMBUS

SFC Thomas Gimlich
SFC Paul Burnside
SFC Anthony Stone
SSG David Brown
SFC Gregg Stephenson
SFC Stephan Wilcox
SFC Terrance Dumas
SFC Kenneth White
SFC Roylando Smith

DENVER

SFC Juan Moncada

HARRISBURG

SFC Barry Browne
SFC Lisa May Horseman
SSG Robert Hamilton
SFC Tony Hileman
SFC Felix Flores
SFC James Farrell

LOS ANGELES

SFC Marc Delong

MIAMI

SFC Jose Tirado
SSG Jose Colon-Martinez
SSG Carmelo Parrilla
SFC Felix Soto
SSG Richard Lopez-Ramos
SFC Ruben Valentin
SSG Israel Echevarria
SFC Rafael Ramos-Morales

SSG Wilfredo Martinez
SSG Robert Serrano
SSG Jose Sepulveda

MILWAUKEE

SFC Jeffrey Howell

MONTGOMERY

SFC James Adkison

NASHVILLE

SSG Joseph Malcolm
SSG John Brown
SFC Stephan Matthews

NEW YORK CITY

SFC Edward Howard
SSG Noel Osborne

PHILADELPHIA

SFC Jerome Solomon

PITTSBURGH

SFC Carl Beckelheimer

SFC William Mikelonis

SACRAMENTO

SFC William Davis
SFC Carlos Cotto

SALT LAKE CITY

SFC Garry Clements
SFC Scott Jensen

1st AMEDD

SFC Joseph Risher



Recruiters Rings Recruiter Rings Recruiter Rings Recruiter Rings Recruiter Rings

ALBANY

SSG Craig Lytle
SSG Charlie Tyus
SSG Stephen McFee
SSG Kenneth Cole

ATLANTA

SFC Joseph Barett
SSG Derrick Taylor
SSG Calvin Barnes

BALTIMORE

SFC Tony Baker
SSG Antonio Graves
SFC Stephen Miller
SFC James McCollum
SGT Michael Feiveson
SFC Danny Browders
SFC Betronnie Williams
SSG Gerald Abbott
SGT Deborah Lyons

CHICAGO

SFC Reginald Morgan

COLUMBIA

SSG Daniel Boohar
SGT Jaime Gaitan
SSG Kevin Vaughn
SSG Timothy Stevens
SSG Darryl McVay

DENVER

SSG Walter Ray
SSG Lonnie Zingg

SSG Bruce Little
SSG Robert Lynch

HARRISBURG

SFC Eric Butler
SSG Gregory Bryant
SFC William Thompson
SFC James Chapman
SSG Mark Sinanni
SFC Thomas Williams

KANSAS CITY

SFC David Cundiff

LOS ANGELES

SSG Hyong Kim
SSG George Lowe
SFC Harold Lee
SFC Bruce Smith
SFC Yong Fox

MIAMI

SFC Hector Chamorro

MILWAUKEE

SGT Ronnie Nemetz

MINNEAPOLIS

SSG John Dahl

MONTGOMERY

SSG Charles Arnold
SSG Christopher Hill
SFC Karl Ward
SGT Charles Adams

NASHVILLE

SFC Loren Sturgis
SSG Randall Nance
SFC Daniel Clayton
SFC Oxzavia Ellis

NEW ENGLAND

SSG Patrick Feeney
SFC Ronald Liberty
SFC Gerald Patten
SSG William Harvey
SFC James Pellechia

NEW ORLEANS

SSG Jeffrey Miller
SSG Isaiah Grace

NEW YORK CITY

SSG Milton Vila
SFC Dennis Kea
SFC Michael Conley
SFC Locksley Casinader
SSG Victor Rios-Valentin
SFC Edwin Huertas
SFC Carlos Bonaparte
SSG Christopher Wilkins
SGT Constance White

PHILADELPHIA

SFC Mark Throckmorton

PITTSBURGH

SFC Troy Smith
SSG James Johnson

PORTLAND

SSG William Toy
SSG Arthur Lester

SACRAMENTO

SGT Craig Wester
SFC Scott McPherson
SSG Carl Clark
SFC John Miller
SSG Jeffrey Bettencourt
SSG David Seals
SSG Jeffrey Owens
SSG Dale Gilbert
SGT Robert Zabroski

SALT LAKE CITY

SGT Larry Collins
SGT John Lawson
SFC William Johnson
SSG John Kost
SSG Jeffrey Boelter

SAN ANTONIO

SSG Mario Gonzales
SSG Jose Perez
SSG Babette Camacho
SSG Mario Ramirez
SSG Eloy Ochoa

SOUTHERN CALIF.

SSG Lawrence Marion
SFC Tony Garcia
SFC David Watson
SSG John Medina
SGT Richard Paulino

SFC Elmer Ruiz-Gonzalez
SSG Guillermo Sepulveda

ST. LOUIS

SSG Leisa Rogers

TAMPA

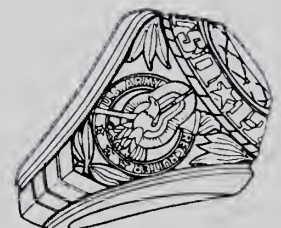
SSG Victor Bedolla
SFC Terry Lalonde
SSG Ronald Nida
SSG Charles Young
SGT Scott Leach

USAREC, SPECIAL FORCES

SFC William Bouyoucas
SSG Malik Muhammad

6th BDE AMEDD

SFC Walter Watson
SFC Gerald Renenger



Gold Badge



ALBANY

SSG Joseph Pullen
SGT Heriberto Rivera

CLEVELAND

SSG Larry McDaniel
SGT Kim Charleston

COLUMBIA

SGT Kirby Brownfield
SGT Marriel Harrison
SSG Rita Jones
SSG Bobby Chatman

COLUMBUS

SGT William Neeley
SGT Dale Wright
SGT James Smith
SSG Bryan Wonn
SSG David Wykes
SSG David Neyland
SSG Michael Oldsen
SSG Vernon Lawrence
SGT Anthony Clark
SSG Kenneth Shed

DALLAS

SSG David Lake
SSG Lutricia Foreman

DENVER

SFC Jorge Colon-Marin
SSG John McCarthy
SGT Paul Gehring
SGT Chester Beaver
SGT John Williams
SSG Frank Ortega
SSG Manuel Atencio
SSG Neil Stage
SSG Donald Powell

DES MOINES

SSG Terry Reynolds
SSG Scott Jacobson
SSG Frank Simmons
SSG Timothy Dudley
SFC Alan Peterson

GREAT LAKES

SSG Lyle Holt

HARRISBURG

SSG Douglas Swanson
SGT Leroy Cowles
SGT George Pickett

INDIANAPOLIS

SSG Tonya Mosley
SSG Darrell Olson
SSG Johnny Smith
SSG Marc Waters

SSG Scott Townsend

JACKSON

SFC Ritchie Thompkins
SSG Kutac Patrick
SSG Ronald Seldon

KANSAS CITY

SSG Richard Battig
SGT Jacques Dake
SSG Herbert Sams

LOS ANGELES

SSG Narciso Watkins
SSG Robert Carter
SGT Ronald Calhoun
SFC Rafael Rivera
SSG Kelvin Stitt

MIAMI

SSG Pablo Cruz
SSG Gary Howard
SSG Rene Colocho
SFC Francis Flores
SFC Edwin Negron

MILWAUKEE

SGT Jimmy Brown
SGT Mark Stoesser
SGT Domingo Garcia

MINNEAPOLIS

SSG Darrin Jones
SGT Timothy Jones
SSG David Hildebranski
SSG Sean Collins

MONTGOMERY

SSG Willie Lee
SGT Tanya White-Anderson
SSG Marion Hall
SSG Randall Windham
SSG Lane Heath

NEW ORLEANS

SGT Kevin Stewart

SSG William Lucas

NEW YORK CITY

SSG Johnny Gibbs
SGT Frederick Collins
SGT Audria Brathwaite
SGT Alvin Whymys
SSG Gene Zimmerman
SSG Ronald Agard
SSG Gene Baird
SSG Steven Brown
SSG Robert Ames
SFC Orsin Ramos
SSG Joseph Brown
SSG Matthew Boals
SSG Theodore Trahan
SSG Mitchel Pring
SSG Dena Jimenez
SGT Charlene Burgess
SSG Wiley Moffett
SSG Armando Cruz
SGT Devin Williams
SGT Ricky Paige
SGT Hai Clay
SGT Christopher Brown
SFC Terry Graves
SGT Olajide Awotona

PHILADELPHIA

SSG Anthony Santa Maria
SSG Trampus Hill
SSG Karl Hunter

PHOENIX

SSG Manuel Velez-Toledo
SGT Robyn Crossley
SFC John Obregon
SFC Ricardo Macias
SSG Ronald Macom
SFC David Lewis
SFC Neil McLyn
SFC Brian Crowley
SFC Merrell Burkett
SGT Mark Beyerl

PITTSBURGH

SSG Jeffrey Mann
SSG Thomas Dougherty
SSG Thomas Conrad
SGT Craig McVey

RALEIGH

SSG Christine Burns
SGT Brinson Mosley
SFC Michael Williams
SSG Thomas Semco
SSG Edwin Traylor

SALT LAKE CITY

SGT David Denny
SGT Michele Henderson
SSG Mauricio Solano
SGT Kenneth Reineke
SFC Barbara Dubeau
SSG Stephen Noton
SSG Robert Peterson
SSG Bruce Large

SAN ANTONIO

SFC Dennis Bell
SSG Frank Gutierrez
SGT Jesse Olivarez
SSG Joseph Fedalizo
SSG Kennedy Decree
SSG Robert Tountage
SSG Randy Harris
SSG Armida Flores
SSG Charles Dickey
SSG Derwin Chupp
SSG Paul Harp
SSG Jorge Reyes -Nieves
SSG Andra Whitaker
SSG Michael Medina
SSG Demetrius Steel
SSG Celso Plaza-Borrero
SSG Melissa Lowe
SSG Donnie Thomas

SEATTLE

SSG Edwin Traylor
SGT Craig Gordon
SSG Frank Belonus
SSG David Vogel
SSG Edward Swisher
SSG Darrell Bailey

SOUTHERN CALIF.

SFC David Sabin
SSG Scott Creps

ST. LOUIS

SSG James Hastings

SYRACUSE

SGT David Cotton



Quality Volume - The Key To Our Success



Headquarters U.S. Army Recruiting Command

RSM Nov 96

1st Brigade

2nd Brigade

3rd Brigade

5th Brigade

6th Brigade

TOP TEAM MEMBER (Recruiter)

RA (BN)	SGT Anderson,T (New York City)	SSG Vallerpalma,J (Miami)	SSG Stobart,M (Great Lakes)	SSG Simmons,S (Dallas) SSG Shenk,R (San Antonio)	SGT Paranada,E (Portland)
USAR (BN)	SSG Lancaster,J (New York City)	SSG Parrilla,C (Miami)	SFC Spencer,R (Great Lakes)	SGT Barling,P (Dallas) SSG Guhl,J (Des Moines)	SFC Anderson,E (So. Cal)

TOP TEAM (Station)

LARGE (BN)	Harrisburg (Harrisburg)	Miami West (Miami)	Pontiac (Great Lakes)	Norman (Oklahoma City)	San Bernardino (So. Cal)
SMALL (BN)	Wakefield (New England)	Glasgow (Nashville)	East Tawas (Great Lakes)	Kingsville (San Antonio)	Barstow (So. Cal)

TOP TEAM BUILDER (Company)

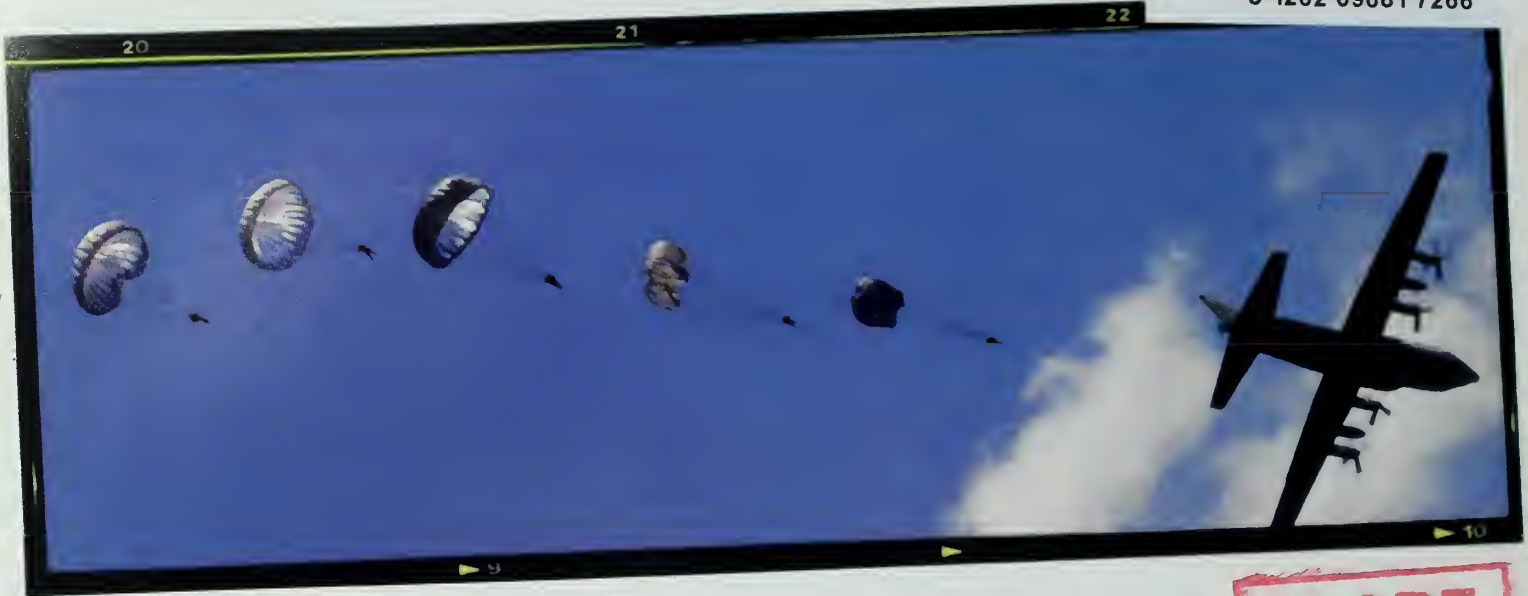
(BN)	Europe (Albany)	San Diego (So. Cal)
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TOP QUALITY VOLUME BATTALION

Answers to the Test

- | | | |
|---|---|--|
| 1. b, AR 601-210, para 2-4c(2)(f) | 7. b, USAREC Reg. 350-6,
Appendix G, (G-4) | 12. a, USAREC Reg. 601-37, para
4-3d |
| 2. a, USAREC message, PCN FY
95-048(M) | 8. a, USAREC Reg. 350-4, para
2-8a | 13. b, STEP 21-1-SMCT, page 306,
para e |
| 3. c, AR 601-210, para 4-24 s (2) | 9. a, USAREC Reg. 350-7, para 4-5 | 14. d, STP 21-1-SMCT, page 318 |
| 4. c, USAREC Reg. 350-6,
Appendix D, Table D-1 | 10. d, USAREC Reg. 350-7,
Appendix D, para D-2, b(2) | 15. a, STP 21-1-SMCT, page 265,
para b |
| 5. d, AR 601-210, para 4-37 | 11. c, USAREC Reg. 601-37, para
5-9, b (2) | |
| 6. b, USAREC 350-6, Appendix F
(NOTE) | | |

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